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GRAND JURY REPORTS

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**CITY AND COUNTY OF
SAN FRANCISCO
CALIFORNIA**

1965 San Francisco County Grand Jury.

Foreman's Letter of Transmittal.

December 28, 1965

Honorable Raymond J. Arata,
Presiding Judge of the Superior Court,
Room 400 City Hall,
San Francisco, California.

Dear Judge Arata:

In accordance with Section 933 of the Penal Code, there is accompanying this transmittal letter a copy of the final reports of the Chairmen and Committees of the 1965 San Francisco County Grand Jury. These Final reports have been presented to the Members of the Grand Jury and have been adopted for presentation and publication.

The Members of this Grand Jury join with me in saying that we appreciate the consideration and courtesy that you extended to us in naming us as Members of your Grand Jury. In the course of the performance of our duties, both in the criminal and the civil divisions, we have gained a tremendous insight into the operation of the City and County Government. We sincerely are grateful for this benefit that has come to us in the way of a reward and we shall try to make use of this knowledge in manners that will benefit our beloved San Francisco.

As the Foreman of this Grand Jury, I would like it known that the Grand Jurors are to be commended and praised for the conscientious efforts spent in performing their duties; the long hours that they have given in accomplishing this work; and the fairness and co-operation that they have always displayed. I would like to personally thank each Member of this Grand Jury for the help they have given to me in making this 1965 San Francisco County Grand Jury an outstanding and successful function of the Superior Court.

The Members of the Grand Jury join with me in closing this Letter of Transmittal by extending their best wishes for your continued and rising success in the judiciary field.

Sincerely,

RMS:

Robert Mc Carthy, Foreman

1 9 6 5

G R A N D J U R Y

OF THE

CITY AND COUNTY OF SAN FRANCISCO

Robert Mc Carthy, Foreman

Arthur A. Petri, Secretary,

- - - - -

William G. Baker

Emanuel A. Mayer

Edward H. Brumfield

John L. Molinari

Mrs. Delphine L. Cincotta

Attilio Muzio

Leslie H. Deakyne

Carl T. Olson

Earl B. Delman

Gerald L. Pickle

John F. Hanavan

August Rosasco

David A. Klein

Alfred J. Rushton

Mrs. Irene H. Leutza

Selwyn G. Sachs

Edward F. Sixtus

- - - - -

Impaneled January 8, 1965

Discharged January 6, 1966

1965 SAN FRANCISCO COUNTY GRAND JURY

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PUBLIC GUARDIAN, REGISTRAR OF VOTERS, TAX COLLECTOR, SEALER OF
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MAYOR, CHIEF ADMINISTRATIVE OFFICER, BOARD OF SUPERVISORS.

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DAVID A. KLEIN.

THE FOREMAN AND SECRETARY ARE EX-OFFICIO MEMBERS OF ALL COMMITTEES.

GRAND JURY OF THE CITY AND COUNTY OF SAN FRANCISCO.

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POLICE DEPARTMENT

The Police Committee of the 1965 Grand Jury has thoroughly reviewed the recommendations of recent past Grand Juries. We have augmented and supplemented this information by personal inspections of all Police units and facilities. We have observed the men in the performance of their duties. We have patrolled the streets of San Francisco with the members of Operation "S". We have had numerous interviews with many members of the Department past and present. We have received pertinent information from all ranks of the Department - from the recruit to the Chief and the Commission. The recommendations contained herein are intended to aid and assist the Department in doing a better job for the protection of the citizens of San Francisco.

I. THE CHARTER FORMULA RESTRICTING THE POLICE DEPARTMENT TO ONE OFFICER PER 500 INHABITANTS SHOULD BE MODIFIED.

This limitation found in the original Charter of 1900 and repeated in essence in the current Charter adopted in 1932 is completely outmoded. The problems facing the Police Department of 1900 or of 1932 are certainly not the problems facing the Police Department in 1965.

Many present units in the Department were not in existence at that time nor were many functions now being performed even conceived in 1932. Although each such activity meets a current critical need, when judged by the standards of 1965 each requires manpower, equipment and clerical assistance to perform at a satisfactory level. Personnel have been taken, are now taken and will continue to be taken from the patrol force in order to meet these specialized needs. This only compounds the problem. An open, consistent, thorough patrol is our major guarantee to crime prevention. It may not eliminate the desire to commit a crime but will definitely curtail the opportunity to successfully perpetrate a crime. Perhaps this Charter limitation could be amended to read, "...not to exceed one patrol officer for each 500 inhabitants."

II. INTERCHANGE OF INVESTIGATIVE PERSONNEL

It is our belief that members of the Narcotics Detail, Hit-Run Detail, Juvenile Bureau and Intelligence Units should be freely interchanged with the members of the Bureau of Inspectors. All are on investigative assignments and should receive the benefit of performing duties in another specialty.

POLICE DEPARTMENT CONTINUED.

III. PROMOTIONS AND LONGEVITY

One of the greatest morale factors in any organization lies in the possibility for promotion, and the lack of such opportunity can have a serious effect upon the morale and esprit de corps of the entire organization. This is particularly true in the uniformed forces of the Police and Fire Department. All other City employees may freely transfer from department to department within their classification, but members of the Police and Fire Departments are restricted to the single department only.

The budget of the Police Department provides for 13 civil service Captains out of approximately 1600 sworn personnel. This ratio is less than one to each 100 men. On the other hand, the Fire Department, which we believe to be suitably officered and manned, has 39 Battalion Chiefs for the same number of men. We believe that a definite imbalance exists in the Police Department. The Police Chief is presently working on a reorganization plan which we believe to be long overdue, in which reorganization, if approved, would correct this glaring deficiency.

Another dead end exists with the position of Assistant Inspector. In the four specialized details limited to 25 Inspectors by Charter provision, Assistant Inspectors must wait for an Inspector to retire, resign, die or be dismissed before the Assistant can be promoted to Inspector. The majority of these men are in approximately the same age group, and some working side by side with full Inspectors will never achieve the step from Assistant Inspector. It is the considered opinion of this Committee that steps should be taken to provide for automatic promotion to full Inspector after satisfactory service is performed for a period of five years in the capacity of Assistant Inspector.

IV. ADDITIONAL VEHICLES AND MAINTENANCE PERSONNEL SHOULD BE PROVIDED.

In this day of high mobility it is essential that vehicles be provided for as many field units as is possible. The original cost, maintenance, upkeep and depreciation on a vehicle purchased in bulk at City prices presents a very minimal charge when compared with the time and cost of qualified personnel. Although the number of vehicles has increased in recent years, it still falls far short of the number which could be used to good advantage. In view of the rising crime rate sweeping across the Nation, every material advantage should be provided to allow the Police to meet this challenge. For example, The District Station Commander although responsible for his district 24 hours a day, seven days a week, is not provided with a vehicle. For him to check his district at frequent intervals without radio communication is somewhat of a nullity. He should be aware of any major occurrence in his district.

POLICE DEPARTMENT CONTINUED.

V. COMMUNICATIONS.

One of the most interesting and best organized units of the Department is the Communication Center at the Hall of Justice. This unit serves as the nerve center of the Police Department, handling thousands of calls daily. Its Commander, Lieutenant Howard Ross, is to be highly commended for the excellent manner in which this unit operates.

VI. COMMUNITY RELATIONS.

One of the newer units of the Department is under the command of Lieutenant Dante Andreotti, who serves as the personal representative of Chief Cahill in matters affecting Police relationships with minority groups. This unit has received many accolades for their excellent work and tireless devotion to the problem of civil rights and equal justice for all of San Francisco's citizens. Lieutenant Andreotti has been instrumental in reorientating all members of the Police Department both by personal example and exhortation and through the conducting of specialized courses in the Police Academy aimed at a proper Police attitude in the field of community relations. Meetings are continually held with neighborhood groups to eliminate any cause of friction which might possibly exist between minority groups and the Police. Chief Cahill is to be commended for his keen awareness of underlying causes in racial matters and for the full and complete support which he has given to Lieutenant Andreotti in this most difficult field of endeavor. Consideration should be given to raising the status of Lieutenant Andreotti to that of Deputy Chief, or at least to the rank of Captain, to better aid him in the excellent task which he is now performing.

VII. CONDITION OF DISTRICT STATIONS.

The District Stations outside of the Hall of Justice, eight in number, are on the whole quite substandard. Most are in need of paint and all could stand a thorough cleaning. Immediate steps should be taken to clean and renovate these buildings and to maintain them in a far better condition than they now appear.

The Central Station should be built as soon as possible. The present temporary headquarters of the Central District is a public disgrace. It is dirty, dingy and in no way suited to its purpose. We would request that the Police Commission take affirmative steps to begin construction of the new proposed Central Station, the final working drawings for which were approved in 1961.

POLICE DEPARTMENT CONTINUED.

VIII. POLICE DOG UNIT

This Committee recommends that the Police Dog Unit be expanded. We have observed the Police Dog Unit in operation and find it to be a highly successful, well coordinated and well accepted addition to the regular patrol force. Since its inception a few short years ago, this unit has clearly demonstrated its value in the suppression of predatory types of crime. The morale of the Unit is quite high and its acceptance by other Police units would dictate that this Unit should be increased in numbers to provide additional coverage for San Francisco.

IX. STATE HARBOR POLICE

It is the recommendation of this Committee that means should be taken to absorb the State Harbor Police into the San Francisco Police Department. At present the firefighting duties on the waterfront are performed by members of the San Francisco Fire Department and reimbursement for such cost is paid into the treasury of the City by the State of California. This is an excellent working arrangement and should be extended to the policing of the same area.

The State Harbor Police are a small but highly efficient group of professional police officers who work in close and constant contact with the San Francisco Police Department. They have been trained in the San Francisco Police Academy. For all intents and purposes they are actually members of the San Francisco Police Department with the glaring exception that they are paid by the State of California and wear a star different from the San Francisco Police Department. It is the opinion of this Committee that a better situation would exist were these men absorbed into the regular patrol force of the San Francisco Police Department.

CONCLUSION.

This Grand Jury views with apprehension and alarm the rising crime rate and the apparent decay of the moral standards of the community. So-called "topless" waitresses, open and notorious solicitation for prostitution by both male and female prostitutes on the streets of San Francisco, the flood of magazines and books tending to be pornographic in nature and the obvious disregard for the property of others is a matter of deep concern. We also note with a deep sense of apprehension the myriad of court decisions which seem to be perpetrator-orientated. These decisions almost without exception are dedicated to the principle that the perpetrator of a crime, no matter how heinous the crime may be, must be guaranteed his full

POLICE DEPARTMENT CONTINUED.

CONCLUSIONS (CONTINUED)

constitutional rights. The same cases are quite silent as to the rights of the victim. Police investigation has been severely curtailed and in many cases has been nullified because a full disclosure has not been made to the rapist, robber, burglar or other criminal prior to the arrest.

We would implore the Courts to take another look at the entire situation and to give to the Police reasonable law and reasonable interpretations so that law enforcement may protect all of the people.

August Rosasco, Chairman

Leslie H. Deakyne

Edward H. Brumfield.

TRAFFIC.

The Police Committee of the 1965 Grand Jury has visited with the various members of the Traffic Bureau of the Police Department. We have observed these men in the performance of their duties both at the scene of accidents and in the handling of traffic congestion problems.

The top level administration of the Traffic Bureau is under two extremely capable and dedicated Police Lieutenants appointed by Chief Cahill.

The Director of Traffic, Thomas Zaragoza, is one of the outstanding traffic experts in the United States. He is highly respected by the members of the Traffic Bureau, the National Safety Council, The Board of Supervisors and others who have a definite interest in the traffic problems of San Francisco.

Every major city in the United States will state without exception that the traffic problem in their community is one of the major problems that must be faced.

The traffic problem in San Francisco is somewhat unique in that the City has one of the highest concentrations of vehicle registrations per square mile in the entire United States. Director Zaragoza and his assistant Captain Leslie Dolan have done an outstanding job in the traffic field.

With the assistance of a past Grand Jury, a reorganization of the Traffic Bureau to become effective upon occupancy of the new Hall of Justice was approved. This reorganization was accomplished when the Traffic Bureau moved to the New Hall of Justice. One of the major recommendations was that each major unit of the Traffic Bureau be placed under the command of a Captain.

A recent Captains' Examination shows three outstanding Traffic Lieutenants eligible for promotion.

It is recommended that the Police Department, through normal budget procedure, take steps to fill the Captains' positions approved on the re-organization. It would be a definite loss to the Traffic Bureau to have these highly trained and qualified Lieutenants re-assigned from the Traffic service to other duties not requiring the intense specialized knowledge which they have acquired over the many years.

August Rosasco, Chairman

Leslie H. Deakyné

Edward H. Brumfield.

CORONER

The Police Committee of the 1965 Grand Jury has visited with and has inspected the facilities of Dr. Henry W. Turkel, M.D., Coroner of the City and County of San Francisco.

Historically, throughout the United States, each County has some person designated as Coroner whose primary task it is to inquire into the cause of sudden, violent or unexpected death. Throughout the United States controversy exists as to whether the office of Coroner should continue or the duties of such Coroner should be transferred to a medical examiner.

No such question arises in San Francisco, since the Coroner is also a Licensed Doctor of Medicine. Dr. Turkel is recognized as one of the outstanding coroners in the United States. His Office, his Staff and his facilities must rank among the best in the world. The Coroner is to be highly commended for the foresight shown in the planning of the new Hall of Justice. His facilities for the humane care of the dead must rank among the finest anywhere. We were privileged to attend a Coroner's Inquest, which is an inquiry into the cause of death. This inquest was conducted on a very high judicial plane and again reflects the thorough interest, attitude and aptitude of Dr. Turkel.

In seeking to find even one small area where we could recommend improvement in this Office, this Committee can make only a single recommendation for the betterment of the excellent service now afforded. The ambulances used by the Coroner's Office for the transportation of the dead could be upgraded. At the present time sedan deliveries are used. Perhaps more deluxe type equipment would create a better image.

Leslie H. Deakyne

Edward M. Brumfield

August Rosasco, Chairman.

NARCOTICS:

The Police Committee of the 1965 Grand Jury have visited with and have observed the members of the Narcotics Detail in the performance of their duties.

The Commanding Officer of the Narcotics Detail, Lieutenant Norbert Currie, is an extremely capable and dedicated officer. He has under his command some of the outstanding investigators in the Police Department of San Francisco. There is probably one of the most thankless tasks in the entire police field. Recent restrictive court decisions which have hindered enforcement in other fields of law enforcement have been particularly restrictive in the area of narcotics investigations. We as a Committee have been particularly impressed with the quality of the investigations conducted and all members of this Grand Jury have been extremely favorably impressed by the many members of the Narcotics Detail who have testified before this Grand Jury during the past year.

Edward M. Brumfield

Leslie H. Deakyne

August Rosasco, Chairman

DISASTER CORPS:

This Committee of the 1965 Grand Jury has visited at length with and has inspected the facilities of the San Francisco Disaster Corps. We have examined in depth the activities carried on by this department. We have reviewed the many programs currently being conducted by this department. We have reviewed the proposed plans for a new Emergency Operating Center to be located in the basement of the American Red Cross Building at 1625 Van Ness Avenue, which area is being made available free of charge to the City.

Like most citizens, we had a general idea of the duties of this department. We were genuinely and gratefully surprised at the nature, scope and extent of the duties and responsibilities of this department and particularly in the manner that such obligations are being met.

The Director serves as the personal representative of the Chief Executive of the City and County in the field of disaster preparedness and emergency disaster operations in the event of any man-made or natural disaster regardless of cause.

The Director is charged with the training of all personnel in this field, the organization of volunteer units and liaison with all agencies, public or private, whose personnel, equipment and technical knowledge would be vital in the event of emergency. The Director serves as the City's primary contact with all Federal and State agencies, including the Armed Forces, in the field of disaster preparedness and disaster operations.

The Director serves as one of four County Directors in the entire United States selected by the Secretary of Defense to review training and organizational standards and procedures, nationwide, for disaster operations. He also serves on the Advisory Staff of the Director, California Disaster Office, in overall planning for the State of California. He has been appointed to the Governor's Economic Stabilization Task Force, which deals with the control and issuance of all consumer goods, including foodstuffs, medicines, fuel, clothing and housing in the disaster and post-disaster period. He serves on the Advisory Committee of the California School Boards' Association for Disaster Operations as applied to all educational institutions. He serves on the Disaster Committee of the League of California Cities.

The Headquarters Staff of the Disaster Corps is quite small but is augmented by liaison personnel and representatives from all City departments, State and Federal agencies, the Hospital Conference, the San Francisco Medical Society, American Red Cross, all public

(DISASTER CORPS, continued)

utilities, transportation agencies, Engineering and Grading Contractors, all news media, ambulance companies, school officials, Citizen's Band Radio Operators, and others who will play a significant part in the event of any disaster.

In our examination into the affairs of the Fire Department and the Department of Electricity, we were again astonished to learn of the extremely close cooperation and the amount of Disaster Corps equipment on hand in both of these departments.

Both departments pointed out with extreme clarity the tremendously close working relationship which exists between their departments and the Disaster Corps.

In view of the fact that more than half of the costs of the Disaster Corps is furnished by the Federal Government, we wish to compliment the Director for an excellent job performed at minimal cost to the City.

We would recommend, however, that the name of this organization be changed to a more appropriate and descriptive title. The designation "Disaster Corps" does not fully describe the true function of this department. The title DEPARTMENT OF EMERGENCY OPERATIONS would seem to be more descriptive of the type, nature and extent of the excellent task now being performed.

August Rosasco

Alfred J. Rushton

Selwyn Sachs, Chairman.

JUVENILE COURT.

This Committee has, on three occasions visited the Juvenile Home and the Juvenile Court Judges - earlier this year with Judge Melvyn I. Cronin, and twice since has met with Judge Raymond J. O'Connor and the Chief Probation Officer, Thomas Strycula. In addition this Committee has maintained informal contact with these gentlemen, in order to obtain some knowledge of the functions, purposes, and complex problems of this Department., which to us, as laymen, appear insurmountable, - but while we are not optimistic we realize much more can and must be done to face up to and resolve these problems.

This Department during the last nine months has made progress in its efforts to contain juvenile delinquency- also in providing care and finding suitable homes for dependent children. (Note: Minors referred to the Juvenile Department are designated as being in two categories as follows:

1. Dependent Children
2. Juvenile Delinquents.

DEPENDENT CHILDREN: Dependent children are those who have been found to be neglected by parents, usually up to 12 or 14 years of age. It is the duty of the Department to determine that proper care be provided for such dependents, to the end that they may not, through neglect become delinquents. In fact, it has been found that about 50 per cent of the Juvenile Delinquents come from broken homes or have been otherwise neglected by parents. In this instance, efforts have been and still are being made to persuade "neglectful parents" to amend their ways in order to provide their children with proper care - support, discipline, education, and et cetera. However, more often than not the Department has not always been successful in this effort. (Note: Dependent children at Juvenile Hall are, of course, kept separate from the Delinquents.The Juvenile Hall employees working with Dependent children, are dedicated to their jobs, usually beyond the call of duty!).

A. Efforts to provide emergency foster care for dependent and neglected children must be continued with full force by the Department of Social Services. Overcrowding in the "Shelter Cottages" of Juvenile Hall has been reduced. The length of stay of youngsters has been shortened - but this problem is far from being solved.

B. A new program to send dependent children to public schools while they are housed in Juvenile Hall, has resulted in eliminating some educational disadvantages created by overcrowding.

JUVENILE COURT (CONTINUED)

Previously youngsters who attended Juvenile Hall School only attended a half day. At present they are attending Public Schools full time. Thus they have the additional advantage of contact with other children and are relieved of the monotony of being "cooped up" in one place.

C. While overcrowding of Dependent Children at Juvenile Hall has been relieved, by finding foster homes, prospects for the future cannot be determined. If the foster home program "bogs down", a serious overcrowding situation might occur, to the detriment of these unfortunate innocents.

RECOMMENDATIONS:

A. That efforts to find and provide suitable foster care for Dependent Children be continued and expanded through the Department of Social Services, also through other private and public agencies and that this program be given the utmost publicity.

B. That the program to send Dependent Children housed at Juvenile Hall, to Public Schools, be continued and expanded.

C. That consideration be given to the preparation of plans to provide for more shelter cottages, space and facilities in the event that a "Crash Program" to provide such facilities should become necessary in the future.

JUVENILE DELINQUENTS:

THE HARD FACTS: Juvenile Delinquents usually are from 14 up to 18 years of age, (sometimes younger than 14). Offenses of delinquents range from malicious mischief up through various misdemeanors and felonies - such as petty theft, vandalism, assault, battery, robbery, sex crimes, burglary, and gangsterism. The last three often result in Murder, particularly burglary (usually carrying concealed weapons).

One of the most prevalent Juvenile crimes is car thefts - very often resulting in destruction of property and manslaughter. Many minors who have committed car thefts have confessed up to ten or even more car thefts prior to arrest.

The great danger to the public as indicated above, forces us to realize that Juvenile Delinquency starting with petty offenses, must be contained and prevented. The alternative is to allow the majority of Juvenile Delinquents to become vicious adult criminals, enemies to themselves and a dangerous threat and burden to members of our community.

A. The expressed opinion of the Honorable Raymond J. O'Connor, Judge of the Juvenile Court, indicates that while this department has made progress in the handling of Delinquents, a more effective preventative court policy is necessary and is now partially in effect. In short the policy is:

JUVENILE COURT CONTINUED.

While first offenders may be reprimanded and placed on probation, they will be strictly admonished to observe and obey their probationary requirements. Second offenders, will be tried in court and if guilty will be sentenced in accordance with the seriousness of the offense, and will be under strict discipline, until they realize the necessity of self discipline.

He has advised probation officers, Counsellors and Referees of this Policy.

B. In the matter of court cases, probation officers have the unpleasant duty of prosecuting those accused of offenses. Probation Officers are also required to act as "friends" of the accused. He suggests that a remedy for this paradox is to have qualified attorneys assigned to the Juvenile Court as "attorney representing the People".

(Note: The accused have the right to be defended by their own attorney or by an attorney "borrowed" from the office of the Public Defender.)

C. During the past year, a small increase in the staff plus an increase in foster home and institutional rates have resulted in development of a Placement Unit, in the Probation Department to secure additional placements for delinquent boys and girls, who must be removed from their own homes by the Courts. Results have been remarkable, particularly as to the large number of delinquent boys, so placed, who would otherwise have been sent to the California Youth Authority.

D. The passage of a bond issue to build a new ranch school for younger "problem boys" is a constructive development. This resource is intended to provide for training of such boys from, 10 to 14 years of age, for whom so few institutional facilities are available.

On November 22, 1965 this Committee learned that while some construction equipment has been on the job at Log Cabin Ranch, this project has been held up at City Hall and construction for some time passed, has been delayed. Early resumption of this project is vital and urgent.

E. Recent legislation has been passed by the Legislature to provide for state subsidies to probation departments of Counties of California to increase the quantity and quality of rehabilitation service to delinquent children. It provides for augmentation of probation staff and clerical assistance to supervise delinquent boys and girls.

F. Our attention has been called to indications that accounting functions affecting collections for restitution, support, and et cetera for maintenance of Wards of the Court, are not adequate. It has also been indicated that additional personnel, and more modern accounting equipment, including data processing, may be needed to improve procedures in this matter.

JUVENILE COURT CONTINUED.

RECOMMENDATIONS

- A. That the Judge of the Juvenile Court be fully supported in all efforts to rehabilitate Juvenile Delinquents including enforcement of lawful discipline as necessary.
- B. That at least two qualified attorneys be assigned to the Juvenile Court to represent the People of California versus, Juveniles who are accused of serious offenses.
- C. That the Placement Unit of the Probation Department, for placing Delinquent boys and girls in foster homes be continued and augmented as necessary.
- D. That construction be resumed on the Boys Ranch School as soon as possible, and that responsible City and County officials be contacted to the end that this project will be completed at an early date.
- E. That the possibility of obtaining a subsidy from the State of California, to provide assistance to the City and County of San Francisco, for the rehabilitation of Juvenile Delinquents, be explored by the proper city authorities.
- F. That the Mayor and the Board of Supervisors take cognizance of the needs of the Juvenile Court and approve requests submitted by the department for the 1966-1967 Budget, in order that the acute and serious problems confronting the Court may be alleviated and a higher quality of service to the public be made possible.

Gerald L. Pickle, Chairman

Edward H. Brumfield

Leslie H. Deakyne

SUPPLEMENTARY REPORT

RELATIONSHIP BETWEEN JUVENILE PROBATION AND ADULT PROBATION DEPARTMENTS:

This committee during its tenure has been in close contact with both of these departments. In the course of our studies, we find that while they are each distinct and separate, there does exist between them, a fine relationship and co-operation.

The Adult Probation Department in the course of its duties very often discovers that "Delinquent Parents", in particular, fathers are neglecting their children. The Juvenile Department in very many cases finds that in families where child neglect exists, the fault lies at the doorstep of neglectful parents.

Inasmuch as the cases vary in seriousness, each family problem involving parents and children are handled co-operatively case to case basis. Such co-operation results in enforcement of reimbursement for child support, etc., from the parents.

Thus this co-operation between these departments has contributed three services to the public:

1. It facilitates the support and re-habilitation of dependent and delinquent children.
2. Through restitution requirements, reduces costs that would otherwise be at city expense.
3. In some instances brings about the rehabilitation of the adults involved.

This committee recommends that the 1965 Grand Jury extend to these two departments its appreciation and commendation, in recognition of their efforts to alleviate these most serious and pressing problems. Through their inter-departmental co-operation, we firmly recommend this relationship be continued.

Edward H. Brumfield

Leslie H. Deakyne

Gerald L. Pickle, Chairman.

ACADEMY OF SCIENCES.

The California Academy of Sciences is 112 years old, the oldest scientific institution in the West. It is devoted to:

1. Research in the natural sciences and the publication of results.
2. The amassing, care and the protection of irreplaceable collections of specimens.
3. A world-wide exchange of scientific information both through specimens and publication.
4. Public education in science through its Museums, the Aquarium and the Planetarium.

Over three million persons visited the Academy last year. Admission is free as provided in the City Charter, except for the Planetarium and certain lectures held in the auditorium. All Academy buildings were built with private funds and given to the city. Steinhart Aquarium, built with private funds in 1923 was rehabilitated (1961-1963) with funds from a City bond issue voted by the taxpayers.

The City Charter provides that the City shall pay for operation of the Aquarium and the Supervisors are empowered to furnish funds as they see fit, for the maintenance, operation and continuance of the other buildings. In the fiscal year 1964-65 the City provided about \$377,000 toward a total Academy expenditure of approximately \$1,336,000. The balance was provided from memberships, fund drives, money-raising activities, research grants, interest on investments and other sources. The Academy receives nothing from the Hotel Tax.

The Academy has exhausted its endowed funds and has made every effort to raise additional funds and the situation has now reached the point where additional City support must be forthcoming and the recommendations of a previous Grand Jury, have been considered and investigated by this Committee, and this Committee feels that one of the three alternates should be applied:

1. The City must accept full responsibility for the support of all public activities. This would require a further substantial increase in monies furnished to the Academy under the Annual Budget.
2. An Amendment to Section 52 of the Charter that will allow the Academy to charge admission. This would also require Court approval.
3. Consideration should be given towards applying receipts from the Hotel Tax, which money is received in part from the many tourists who visit the Academy each year.

(ACADEMY OF SCIENCES, continued)

It would be a great help to the Academy if the Statue of Francis Scott Key could be moved to its new location in early 1966 to make way for a building addition which will enclose the Academy Courtyard and complete the Quadrangle. The building is a gift from the S. H. Cowell Foundation and will be property of the City of San Francisco.

DE YOUNG MUSEUM:

Presently a new West Wing to be known as Brundage Wing is under construction and will be completed in January 1966 but the official opening will be approximately June 11th, 1966. This new building will house the very valuable Brundage art collection which presently is in storage awaiting completion of the new building.

The Museum offers permanent exhibitions of fine and applied arts.

Special Exhibitions, usually of one month's duration covering all phases of arts and culture.

Educational Services:-Courses in the practice and appreciation of art for adults and children. School tours on appointment, tours and lectures for club groups on appointment.

The Museum's financial support is derived from the City of San Francisco. A Board of Trustees consisting of 17 members administers the affairs of the Museum.

No special recommendations have been requested but it can be noted that a recommendation of the 1964 Grand Jury suggesting the electric wiring throughout the Museum be placed in conduits and or be renewed as needed has been carried out.

William G. Baker

Earl B. Delman

John F. Hanavan, Chairman.

TREASURER

It is noted that an appraiser from the Treasurer's Office must be present each time a safe deposit box of a deceased person is opened within this county. In this regard, the Treasurer's Office is acting on behalf of the State Controller for which a fixed fee of \$50,000.00 is received annually from the state. At the present time there are only four appraisers performing these duties, and appointments for their services must be made as much as two months in advance. During vacation periods and emergencies, tellers must be taken from other duties to act as appraisers.

RECOMMENDATION:

That an additional position of appraiser be established. The maximum annual salary of an appraiser is approximately \$9,000.00, and with the utilization of only four appraisers it would appear that a profit is being made by the County on the funds received from the State. An additional appraiser would provide increased service with his salary paid by the funds provided.

This office maintains large amounts of negotiable bonds and cash on hand at all times. This Committee, with few exceptions, found the internal security of the Treasurer's Office to be satisfactory. Adequate safes, the recent addition of an excellent alarm system, and a uniformed police officer on duty at all time are prime examples.

RECOMMENDATION:

That the front glass doors of the Treasurer's Office be wired to the main alarm system.

That the glass door between the Treasurer's office and the Tax Collector's office be changed to a solid door and wired to the main alarm system.

During certain times of the month the Treasurer's Office cashes checks for recipients of Public Welfare. The identification of each person must be checked carefully to guard against forgeries. This checking takes time and impairs the efficiency of this office. In addition, the treasurer advises that about \$20,000.00 in forged public welfare checks are passed on San Francisco businessmen each year.

(TREASURER - continued)

RECOMMENDATION:

That a study be made as to the feasibility of giving an identification card with picture to recipients of public welfare checks. This would speed check cashing in the Treasurer's office, thus relieving tellers for other duties, as well as lessening forgeries on checks cashed outside of the Treasurer's office.

This committee wishes to commend the Treasurer and his staff for the manner in which the operations of this office are handled.

Carl T. Olson

Selwyn G. Sachs

John L. Molinari, Chairman.

CIVIL SERVICE COMMITTEE REPORT

The General Manager-Personnel, Mr. George Grubb, has reported an acute problem to this Committee. This problem is related to the recruitment of new employees and examination matters.

During and after World War II, limited tenure employees in all classifications were recruited on a "temporary" basis without the regular Civil Service examinations. Limited tenure employees are persons appointed without tenure rights to their positions and would, therefore, be replaced at any time an eligible Civil Service employee is available. This has resulted in high turnover of employees.

In the last ten years limited tenure has been practically eliminated in so far as the high skilled crafts, such as Mechanical Trades and Building Trades, are affected. However, limited tenure still exists for a large number of miscellaneous classifications, ranging from the lower skilled groups and on up through the clerical and professional classifications. The high turnover of employees in about fifty or more of these so-called miscellaneous classifications has placed a heavy and costly burden on the staff of the Civil Service Commission.

The Commission is sorely in need of additional resources and an expanded staff necessary to resolve the many problems relating to the recruitment of new employees to meet the needs of the various City Departments.

RECOMMENDATION:

That the Commission be provided with additional resources, both in an increased staff and office equipment through supplemental appropriation and regular budget processes.

ENTRANCE EXAMINATION REQUIREMENTS: It is noted that the Civil Service Commission has maintained a high standard for all permanently appointed employees. The requirements published in examination announcements bear witness to this statement. This Committee certainly agrees that this policy be continued. However, it has been called to our attention that limited tenure employees are not credited with time served in the City service under the heading of experience; thus some of the otherwise qualified limited tenure employees might be deprived of the opportunity to participate in the examination and the City Departments are deprived of his services.

CIVIL SERVICE COMMITTEE REPORT (CONTINUED)

RECOMMENDATION:

That the Civil Service Commission consider a means whereby limited tenure employees with over six months of City employment in any one of the "acute" classifications and who meet the other qualifications be credited with experience according to the time so employed.

ECONOMIC ASPECTS: While the Civil Service Commission has made sincere efforts, through salary standardization procedures, to keep the wages and salaries of City employees up with wages in private industry, the City wages fall behind in many instances. Our contacts with the Retirement Board and the San Francisco Employees' Health Service System reveal that retirement pensions in private industry are ahead of City retirement in many instances. The Health Service System is supported through health insurance premiums paid to the System by City employees. In private industry, Hospital and Health premiums are generally paid by the employers.

NO RECOMMENDATION:

However, this Committee suggests that improvement in these three items would tend to make City employment more attractive to prospective City employees.

John L. Molinari

Gerald L. Pickle

David A. Klein, Chairman

HEALTH SERVICE SYSTEM

The Health Service System originally came into being to provide the City Employees with an agency sponsored by the City Government to allow them to buy hospital and health insurance. At the time this department was set up as it was very difficult to find satisfactory group insurance through the then existing insurance companies. Over the years, private industry has assumed the cost of health and welfare coverage to a large degree, for its employees, either through collective bargaining contracts with labor unions or on a company policy basis.

The City and County of San Francisco has recognized this trend to the extent that where collective bargaining agreements between employers and unions provide for employer paid health and welfare coverage the City departments provide cash payments to employees whose wages, health, and welfare, etc., are set forth in bonafide collective bargaining agreements as a condition of employment. This is done in accordance with Section 151.3 of the City Charter. These particular employees then use such cash payments to purchase health insurance through the Health Service System.

The present trend indicates that all employers, including Federal, State, and City Governments, during the next few years will find it necessary to develop improvements in health and hospitalization plans in behalf of all employees.

The San Francisco Civil Service Commission has been and still is faced with problems in the recruitment of new employees. The opinion of this Committee is that improvements in the Health Service System would be one means of attracting new employees.

We are advised that the Health System may explore the possibility of obtaining a subsidy through Medicare to supplement health coverage for retired City employees, which would at least partially solve some problems.

In consideration of this information, this Committee now submits the following.

RECOMMENDATIONS:

1. That the Health Board investigate Medicare provisions which might provide supplemental coverage for eligible retired employees.

HEALTH SERVICE SEYSTEM (CONTINUED)

2. The Health Board seek improvements through present fiscal procedures now provided for this purpose in the Charter of the City and County.

John L. Molinari

Gerald L. Pickle

David A. Klein, Chairman

PUBLIC DEFENDER'S OFFICE

The Public Defender's Office presents a picture of self-confidence and increased representation over the last fiscal year. The increase in persons represented was 27% in misdemeanor cases and 15% in felony cases. This office apparently continues its activities in the same fashion as it has in previous years.

RECOMMENDATIONS:

None were noted and we were advised by the Public Defender that he had none to offer.

David A. Klein

Emanuel A. Mayer

Delphine L. Cincotta, Chairman

CITY ATTORNEY

Working with a staff of but 35 deputies the City Attorney has again increased the number of actions and proceedings handled. The 1014 matters represent an increase of 13% over the 1963-1964 fiscal year. This was accomplished with an increase of but one deputy and without provision for an investigatorial staff. The latter of which has become even more necessary in all fields, but especially tort litigation.

Additionally this office has rendered 67 opinions and letter opinions, an average of more than one per week, rendered to the various officers, boards and Departments of the City and County.

The continued studies of proposed legislation, contracts and leases are yet another facet of this energetic office.

Besides the above mentioned activities, the City Attorney's Office has filed actions for violations of Federal Anti-trust laws regarding electrical equipment, water pipe and resilient floor coverings, supplied to the City and County involving \$30,000,000.

Both the City Attorney and his staff are to be highly commended for their efforts in all phases of their activities.

RECOMMENDATIONS:

In order to facilitate and expedite the City Attorney's work it is recommended that -

1. An additional 3 deputies be authorized.
2. An investigation department be authorized and staffed.
3. The presently crowded and partially renovated facilities be modernized and expanded.

David A. Klein

Emanuel A. Mayer

Delphine L. Cincotta, Chairman

ADULT PROBATION DEPARTMENT

This department has a number of functions in its service to the courts and the public. These divisions are: (1) The County Parole Board, (2) Nalline Clinic, (3) Alcoholic Rehabilitation Unit, and the Family Support Division.

(1) The Parole Board is doing an "adequate" job relative to supervision and guidance of "probationers" placed on parole. However, there is only one Probation Officer from this department assigned to the Parole Board. He handles this task along with other functions. It is extremely necessary that a Deputy Probation Officer should be assigned to work solely on matters concerning probationers which come under the jurisdiction of the Parole Board, thus expanding its efforts to return the "parolees" to society as productive citizens who will support themselves honestly, and/or contribute to the support of their families.

(2) Nalline Clinic: Reports indicate this division has had some success. Less than 10% of the narcotics offenders who continue, as a matter of probation, to take Nalline tests once a week, have been found to be using narcotics. The Probation Department suggests that all narcotics probationers, be required by the courts, to submit to weekly Nalline tests.

(3) Alcoholic Rehabilitation Unit. This is a necessary function, to provide three Probation Officers to supervise all male drunk, and drunk driving cases placed on probation - during the probationary period and/or collect fines and monies due for family support.

Information as to effectiveness of the units rehabilitative efforts are not available. Probation Officers have and still do participate in community affairs relative to alcoholism.

(4) Family Support Division. The function of this division is to assure family support, mainly for children neglected by their parents, usually fathers. The amount collected this year exceeds past years.

That is fiscal year 1963 - 1964 \$ 798,429

	1964 - 1965	\$ 919,999
Improvement over last year		\$ 121,570

In addition to the moral aspects this amounts to \$919,999 saving to the taxpayers.

However this department estimates losses up to another \$1,000,000 to \$2,000,000 per year is being lost forever to the children, because

(ADULT PROBATION, continued)

more Probation Officers are needed to chase down the "Delinquent Fathers" and collect this money for family support (as required by law).

This committee calls attention to the fact that failure to assure proper support to children usually results in delinquency of minors. Inevitably this results in them being thrown on public support as delinquents or dependents. It is beyond our scope as to the great burden this places on our community.

Funds collected by Adult Probation department fiscal year 1964-1965:

Family support:	\$919,999
Merchants, hotels and other commercial restitutions	120,347
Fines etc., for benefit of city and county.	<u>186,172</u>
Total collections	1,226,518
Expenditures	\$375,190
Net cost to City and County	185,000

RECOMMENDATIONS:

1. That at least one deputy Probation Officer be assigned to the Parole Board as his sole duty.
2. That further use of Nalline tests be required of prior narcotics on probation and expansion of the Nalline program towards rehabilitation of all addicts.
3. The need for additional Probation Officers is urgent, therefore, it is recommended that the staff be increased by 4 Adult Probation Officers and 2 clerk stenographers.

Edward H. Brumfield

Leslie H. Deakyne

Gerald L. Pickle, Chairman.

HEALTH DEPARTMENT

LAGUNA HONDA HOSPITAL

The Laguna Honda Hospital serves our aged population who are without resources to afford private hospitals or nursing home care. Needless to say the hospital beds remain occupied. There is a definite shortage of nursing help which makes it difficult for this institution to render the care that they feel these patients should have.

A Security Police Force is recommended to service the approximately 63 acres of land which are part of the Laguna Honda Hospital Complex. It is the feeling of this Committee that a security force would help tremendously to eliminate the many petty thefts which occur during the night hours. A security force would also insure the nurses and other help at this institution from being molested during the night shifts.

This Committee was impressed with the excellent work being done by the Rehabilitation Program for the aged now in operation at the hospital. The people who staff this program are to be highly commended for their dedicated and effective work.

A specific recommendation of this Committee would be to provide more nurses so that a more complete program of nursing could be maintained.

HASSLER HOSPITAL

As of October 1, 1965 the Hassler Health Home has been converted to a hospital for the chronically ill and aged patients. At the present time Hassler Hospital has between 20 to 27 beds available to care for these chronically ill and aged persons. However to make use of these 20 to 27 available beds additional nursing help will be needed so as to maintain the high level of care.

It is the recommendation of this Committee that sincere consideration be given to the need for additional staff members at Hassler Hospital so that the standard of good hospital operation can be maintained and aged and chronically ill patients now at San Francisco General Hospital can be moved to these available and adequate quarters at the Hassler Hospital.

SAN FRANCISCO GENERAL HOSPITAL

The Department of Public Health maintains a variety of programs for the people of the City and County of San Francisco. The Health

HEALTH DEPARTMENT (CONTINUED)

Department maintains programs for the prevention and control of diseases. Some of these programs are administered thru the Central Office and Health Centers and the department's clinics and hospitals.

The population composition of San Francisco is continually changing. It is a noted fact that today in San Francisco there are many aged persons along with many people of low income. A natural increase in the need for hospital services follows from situations like these.

There is also a mounting need for new and well administered services in the fields of mental health, alcoholism, geriatrics, and acute, chronic and emergency care.

It is encouraging that the people of the City and County of San Francisco voted favorably for a bond issue to improve the hospital facilities of the City and County. The buildings at the San Francisco General Hospital are close to fifty years old and antiquated. Plans are being immediately made ready for new structures. But this will take time to plan, to design, to erect, and to finally place in full operation. It is estimated that it will take at least seven years for the full building program to be completed. With this thought in mind a number of urgently needed improvements should be made to keep the present institutions in operations.

The Psychiatric Wards need renovation to make them fit to be used for another seven years. A separate ward should be opened to care for alcoholics. At the present time alcoholics are placed in the psychiatric wards and also in the emergency areas or wards. It is the recommendation of this Committee that these alcoholics be separated from the other mental patients, so that proper care can be given to both.

The admitting and emergency unit or department of the San Francisco General Hospital is the Mission Emergency. For the many patients treated there by the doctors the quarters are entirely inadequate. A larger treatment room should be provided and X-ray equipment should be made available in the emergency area. The Clinic at the hospital which cares for children closes at 3:00 P.M. We recommend that this unit be kept open until 11:00 P.M., because many children appearing at the Emergency Unit are in need of clinical care rather than emergency service.

A definite recommendation is made for additional staff for the maintaining of the Children's Clinic to the later hour and for additional staff and quarters for the people with alcoholic problems.

The Health Department is seeking funds from the State of California which will enable the hospital to treat alcoholics. These funds are to be made available in the near future. The Health Department has definite plans to open Alcoholic Treatment Centers in the downtown

HEALTH DEPARTMENT (CONTINUED)

sections. This center or these centers would work with persons who are employed and have a problem with alcohol. It would be the objective of this program to keep these people employed while under care and treatment.

The Eureka-Noe Health Center and the Health Center at Westside should be opened in 1966. Plans are nearing completion for the Health Center at Bayview.

This Committee would recommend that the necessary actions be taken to select a site and establish a health center for the Sunset-Richmond area as well as selecting sites and locations for the alcoholic center in the downtown area.

Gerald L. Pickle

Selwyn G. Sachs

Attilio Muzio, Chairman

DEPARTMENT OF EDUCATION

The San Francisco Unified School District is a large, complex operation comprising 165 school and other buildings, a personnel of 5662 full time administrators, teachers and other workers, plus almost as many more part time employees. A student body of 128,480 from pre-school to and including college level. A seven-member appointive Board of Education. For the fiscal year 1965-1966 a proposed budget of \$67,000,000.

The Education Committee of the 1965 Grand Jury has been kept fully informed of the operation and business of the school district with reports, meetings with the Superintendent of Schools and attendance at Board of Education meetings. We are of the opinion that the education of the children of San Francisco is in the hands of very capable and dedicated men and women with a sincere desire to serve the school and the community.

The racial problem is of major concern at this time. Complaints have been made of racial discrimination in the schools. The problem is receiving the constant and earnest attention of the Superintendent and the Board of Education. The Ad Hoc Committee to study ethnic factors in the San Francisco public schools was reactivated in August 1965. This Board of Education Committee has the cooperation of the Human Rights Commission, the San Francisco Conference on Religion and Race and interested citizens' groups in their study of this most pressing and important problem. Consistent effort has been put forth to encourage personnel from racial minorities to apply for promotion to administrative positions in the school system.

Project "Good Start", and experimental eight-week program designed to help prepare children who live in poverty areas for kindergarten in the fall, was begun in July. This program was financed by the Federal Government under the Economic Opportunity Act of 1964. Professional teachers staffed each center and were aided by paid community workers and volunteers. Nearly 600 children were enrolled. "Good Start" had an excellent beginning in San Francisco, as well as nationally, and will be made a permanent part of the country's educational system.

The San Francisco Unified School District is involved in many programs for citizen and community betterment, such as the Children's Centers, Civil Defense, Driver Education, Child Welfare, Adult Education, Federal Programs, etc. The manpower development and training act is for the specific purpose of training out-of-school youth and adults who are unemployed because of automation or mechanization. Well over 1000 adults have been enrolled in the programs, and of these who have completed the courses, 80 percent have found employment.

DEPARTMENT OF EDUCATION (CONTINUED)

Studies are under way regarding the feasibility of establishing a new vocational high school to include girls as well as boys. A report has recently been issued that should serve the Board of Education in discussion of this important phase of the instructional program.

The School District uses the services of City Departments and Agencies such as Purchasing, Public Works, Bureau of Architecture, Planning, Redevelopment, City Attorney, and others.

In 1956 the citizens of San Francisco approved bonds to finance a building program of \$27,000,000, and in 1964 a program of \$31,465,000, for construction of new classrooms, replacement of outmoded and over-aged schools, and the rehabilitation of sound, but older structures. The present building program is to be completed in five years. It has been the policy of the Board of Education to appropriate sufficient funds to keep the school plant in good operating condition, and thereby prevent deterioration of the plant which would require heavy expenditures for rehabilitation in the future years.

Irene H. Leutza

John L. Molinari

Leslie H. Deakyne, Chairman

PUBLIC UTILITIES COMMISSION

General Office: The five-man Public Utilities Commission is charged with the management, operation and maintenance of services which are the very lifeblood of the community. Transportation, water and electrical energy are under the jurisdiction of the Commission and its able and competent chief executive, James K. Carr, General Manager of Public Utilities, who was formerly Under Secretary of the Department of the Interior. The commissioners, appointed by the Mayor, are responsible for operations of the Municipal Railway, the Hetch Hetchy Project and Utilities Engineering Bureau, the Water Department and the San Francisco International Airport.

During the year this Grand Jury committee conferred on many occasions with the General Manager of Public Utilities and attended several commission meetings. The work of the Commission is carried on in a most businesslike manner. The Commission meets every Tuesday at 2:00 p.m. in Room 282 City Hall. A well prepared calendar is presented and each item of the agenda thoroughly explained by the General Manager of Public Utilities and his staff. The Commission and its staff are to be complimented on its approaches to and solutions of the many complicated problems found in the operation of such a vital organization.

It was astounding to discover that the staff of the general office had not appreciably increased since 1932 when the commission was established, although the work load has more than tripled.

Hetch Hetchy Project: To the watershed of the Tuolumne River in Yosemite National Park and Stanislaus National Forest, the Hetch Hetchy Project reaches out 175 miles from San Francisco to wrest from the snows of the Sierras water and power to meet its growing needs. This project delivered an average of 204 million gallons of water per day to the bay area in 1965. The production of electrical energy reached 1,276,835,000 kilowatt hours from two hydroelectric plants.

Thirty-three miles of new pipeline across the San Joaquin Valley went into service this year. When the final 14-mile section of this line is completed during the next two years the delivery of water can be increased to 295 million gallons per day. This should be adequate to meet the needs of San Francisco until 1980.

A third power plant with a capacity of 67,500 kilowatts is now under construction on the Tuolumne River. This plant will begin generation of power in the summer of 1966.

Moccasin Powerhouse, at the foot of Priest Grade in Tuolumne County, will be replaced by a new powerhouse alongside the existing powerhouse, which was constructed in 1925. Plant capacity will be increased to 90,000 kilowatts. The existing penstocks will be used.

PUBLIC UTILITIES COMMISSION (CONTINUED)

Construction will be financed out of revenues.

Revenues from the sale of water to the San Francisco Water Department amounted to \$4,500,000. Sales of electric energy to city departments, the Modesto and Turlock Irrigation Districts, and several industrial plants grossed \$11,000,000. \$228,000 was paid in taxes to counties and other taxing agencies where project properties are located.

Power is delivered to San Francisco for municipal use from a substation located in Newark, Alameda County. This delivery is made over the facilities of the Pacific Gas and Electric Company, which charges a "wheeling" fee. Negotiations are now being conducted with the Pacific Gas and Electric Company in an attempt to reduce these charges.

This Committee, with other members of the Grand Jury, made a three-day inspection of this project as well as some of the San Mateo and Alameda County properties of the Water Department.

Water Department: The San Francisco Water Department owns and operates lands and facilities and serves customers in Alameda, Santa Clara, San Mateo and San Francisco counties. The department has over 63,000 acres of watershed and other lands, five impounding and/or storage reservoirs with a total capacity of 77,330 million gallons (over a year's supply); 1,300 miles of transmission and distribution mains, 13 distribution reservoirs within San Francisco with a total capacity of over 400 million gallons; all of which are required to supply water to an estimated 1,650,000 people. Water is sold directly to consumers in San Francisco. The department provides retail and wholesale water for South Bay communities, thus representing a major factor in the future growth of the entire area.

In 1930, the systemwide consumption of water averaged 52 million gallons per day; now the total average use is over 204 million gallons daily. Consumption is expected to average about 300 million gallons per day by 1980.

Carrying out the program to meet present and future water demands, the James H. Turner Dam, near Sunol, Alameda County, was completed in February, 1965. This dam provides a reservoir of 16,500 million gallons to be derived from local runoff and Hetch Hetchy Project sources. Bay Division Pipeline No. 4, Section B, from Milpitas to Palo Alto was put into service in February. Section A of this line is now under construction. It will reach from Mission San Jose to Milpitas.

The first water filtration plant in the history of the Water Department is under construction near Sunol. This job was visited by the Committee and members of the Grand Jury during its three-day inspection tour of Water Department and Hetch Hetchy facilities. Completion of this plant is scheduled for the spring of 1966.

PUBLIC UTILITIES COMMISSION (CONTINUED)

An engineering firm has been employed to design a filtration plant for San Antonio Reservoir, San Mateo County, and to make a study for a Crystal Springs Reservoir filtration plant. Completion of these plants will enable the department to continue its program of delivering water of uniformly high quality to its customers.

The department started electronic data processing of water bills in December, 1964. Commercial billing and general accounting operations are to utilize computer equipment where feasible. Provision is being made to incorporate the use of data processing in the planning, engineering and operating functions of the department.

In June, Arthur H. Frye, Jr. was appointed General Manager and Chief Engineer, filling a vacancy created by the retirement of James H. Turner in August of 1963.

Since 1930 water consumption has increased 275%, water revenues 150% and permanent employments only 10%. Rates in San Francisco are lower today than they were in the 1930's.

The department is to be congratulated for initiating the first Neighborhood Youth Corps program in the San Francisco area. During the summer months the department, cooperating with the Department of Labor in President Johnson's war on poverty, employed one hundred youths in "Operation Summertime." These youths, all from poverty-stricken families in San Francisco, were between the ages of 16 and 18. Put to work clearing brush and building check dams, etc. on the peninsula watershed, the youths did such an excellent job that the department is starting another program for 400 young men and women. The Federal Government bears up to 90% of the cost of these programs.

Airport: A daily average of almost 22,900 air travelers kept San Francisco in the position of fourth ranking commercial aviation hub in the United States. During the fiscal year 1964-65 a total of 8,350,000 passengers passed through the airport, a gain of 12.1% over the previous year.

Air freight volume increased fantastically - 48.3% - over the prior year. Air express and mail also registered substantial gains.

Passenger and cargo growth became such challenging problems, not to mention runway capability, aircraft gate positions, roadways, automobile traffic and a score of related requirements, that the Public Utilities Commission recently engaged an architectural and planning team to study these problems as an assist in the updating of the master plan.

The planners' report to the Commission will form the basis for a bond issue to be submitted to the electorate in November, 1966.

PUBLIC UTILITIES COMMISSION (CONTINUED)

Passenger traffic has increased three-fold in the last ten years. It is forecast that a volume of 12 to 13 million passengers will be reached within six or seven years. The construction of a North Terminal, or its equivalent, will increase passenger handling capacity to about 18 million, which is about the capacity of the existing runways. Beyond 18 million will require additional terminal and runway facilities.

A new cargo building of 60,000 square feet was completed this year for TWA. United Airlines has broken ground to construct a building which will provide 75,000 square feet of cargo handling area and 36,000 square feet of office space. Other interim facilities will take care of immediate needs, but within ten years air cargo will require an area of some 200 acres to provide a minimum of 500,000 square feet of enclosed area, as well as 35 aircraft loading positions and provision for trucking docks, roadways, taxiways and aircraft and automobile parking.

The new airport garage, with 2,700 stalls, opened on October 15. It more than doubled the airport's parking capacity. As it now stands it is the largest airport parking garage in the world. With elevators and moving ramps serving all floors, it provides a direct connection to both terminals. The ease and convenience of self-parking, together with anticipated improvements to valet service, should go far toward relieving what has been a continuing problem area.

Land acquisition and construction projects in the early days of the airport were financed through general obligation bonds issued by the City and County of San Francisco. Annual deficits were paid from the City's general fund. Since 1957 the airport has required no tax support. Revenues have been sufficient to pay all operational and debt service costs and surplus monies have been utilized for improvements and expansion.

A major problem with which the airport is vitally concerned is the development of a heliport in downtown San Francisco. Numerous sites have been studied. This is a subject which the staff of the airport and Public Utilities Commission have been working on very diligently. Before the Public Utilities Commission can begin the acquisition of a heliport site it must be cleared by the Federal Aviation Agency in terms of safety and other operational factors.

The Committee had an opportunity to visit the airport and to observe the operations in company with George F. Hansen, the General Manager of the Airport Department. Mr. Hansen was appointed General Manager, Airport Department, in February, 1965. Mr. Carr is to be congratulated on the selection of Mr. Hansen who, along with his staff, is doing an excellent job.

There has been considerable discussion concerning the need for comprehensive regional studies of airport and air traffic requirements in the entire Bay Area. It is anticipated that interested parties will soon sponsor a meeting to explore the ramifications of such a

PUBLIC UTILITIES COMMISSION (CONTINUED)

project. Problems concerned with current operations and future expansions are not peculiar to San Francisco. They are common to airports throughout the country. Unbelievable growth patterns seemingly outdate facilities before their final construction. While the air industry is relatively young, it is virile, imaginative and progressive. There is confidence that what sometimes appear to be insurmountable obstacles will be overcome by Mr. Carr and his staff, and San Francisco International Airport will remain in the forefront as one of the outstanding airports in the country.

RECOMMENDATIONS

1. Place before the people of San Francisco at the earliest possible moment a bond issue to meet the evergrowing needs of the San Francisco International Airport. This should be adequate to finance the facilities necessary for air cargo as well as for passengers.
2. Achieve, as soon as possible, a reduction in delivery charges by Pacific Gas & Electric Co. for transporting Hetch Hetchy power for municipal uses. This could result in a saving of at least \$500,000 per year.
3. Seek alternate sources and means and methods of water storage in the event it is not found feasible to participate in the construction of the new Don Pedro Dam in conjunction with the Modesto and Turlock Irrigation districts. This matter is now in litigation between the Federal Power Commission and the two irrigation districts over the amount of water to be released for maintenance of fish life.
4. Continue the Department's program of constructing filtration plants to enhance water quality. When the entire program is completed, and probably not before, give consideration to limited recreational use of some of the watershed lands.
5. Obtain a site for, and construct, a heliport in downtown San Francisco.
6. Consideration should be given to reorganizing, and increasing if necessary, the staff of the general office and bureaus, in order to allow the General Manager of Public Utilities to devote more of his time to conferring on matters of great import to San Francisco with leaders of the business community, governmental agencies and others, in line with policy determined by the Public Utilities Commission. Although the work load has increased tremendously there has been little or no increase since 1932.
7. Require custodial employees (service and janitorial) of the San Francisco International Airport to wear distinctive uniforms.

Attilio Muzio

Alfred J. Rushton

Emanuel A. Mayer, Chairman

MUNICIPAL RAILWAY

Essential Service Over 680,000 passengers board Muni streetcars, cable cars, trolley coaches and motor coaches on a typical weekday. The service provided is indeed essential to the life of the City.

San Franciscans use their transit system, and patronage here has continued on a constant level for the past eight years. This experience is much more favorable than the national average which has dropped about 20% over that period.

Fares There has been no change in the Muni basic fare structure since 1952. The adoption of a 15¢ adult rate at that time produced a self-sustaining operation. In the interim, it is recognized that inflation has taken place which has resulted in rising costs. The tax support required to balance the Muni budget has gradually increased, and during the past fiscal year amounted to approximately \$8 million.

The attached tabulation shows that San Francisco's transit fares are among the lowest in the country. While one city is listed as having a 10¢ fare, the transit system is a part of a power utility and the transit loss is absorbed by adequate power rates.

It is our opinion that an adjustment of transit fares in San Francisco is overdue, and more realistic rates should be adopted. We recommend a 25¢ fare for adults, a 10¢ rate for students, and a 10¢ Shoppers' Shuttle fare.

We are cognizant of the fact that the comprehensive Transit Study which is now in progress includes consideration of rates of fare and possible inter-fare arrangements with the Bay Area Rapid Transit District and the Alameda Contra Costa Transit District. It is, however, our position that the recommendations presented in this report should be adopted now and would not be inconsistent with any proposals developed in the Transit Study.

RECOMMENDATION:

That fares be increased to --

Adults	25¢
Students	10¢
Shoppers' Shuttle	10¢

Accidents and Accident Costs While the records indicate that accident settlement costs have remained at a relatively constant level in recent years, it is nevertheless recommended that a

MUNICIPAL RAILWAY (CONTINUED)

continuing effort be made to reduce accidents through operator training.

We are informed that Mr. William A. McRobbie was appointed Director of the Bureau of Safety and Personnel on June 1, 1965, and in that capacity is also in charge of the Training Department. He has a challenging opportunity in that position.

RECOMMENDATION:

That there be a continuing program toward reducing accidents and accident costs.

Geneva Car House The Committee inspected the Geneva Car house and vicinity maintenance facilities. The Geneva building is an old structure which survived the 1906 earthquake. Its soundness is questionable.

RECOMMENDATION:

That the Geneva Car House and other obsolete facilities in the vicinity be replaced.

Equipment and Maintenance Deferred maintenance of equipment and facilities presents a difficult situation. The Municipal Railway has not received any new passenger equipment since 1960. This is in considerable contrast to our neighboring transit system across the bay where over one-half of the motor coaches are of the modern new-look type.

While negotiations for leasing 100 new coaches to San Francisco this year were well under way as part of a replacement program, a policy decision was made to defer action so as to obtain the advantage of federal financial assistance through the Mass Transit Act.

Some additional funds were made available during the current fiscal year for maintenance of the old equipment. Further relief in this respect may be required as an interim measure.

RECOMMENDATION:

That a realistic equipment replacement program be effected.

Assaults, Robberies and Thefts The increase in incidents in these categories is a cause of concern.

MUNICIPAL RAILWAY (CONTINUED)

RECOMMENDATION:

That transit equipment be equipped with a siren for summoning assistance and that legislation be revised to permit such installation.

Unions There are two unions representing Municipal Railway platform men. This is a very unusual situation and is not considered good from either a labor or management viewpoint.

RECOMMENDATION:

That proper steps be taken toward establishing one union for Municipal Railway platform men.

Conclusion The recommendations conveyed herein are submitted for immediate consideration to the extent practicable and consistent with proposals being developed in the Transit Study.

It is anticipated that the Transit Study will produce additional recommendations for sound improvements. We join in the objective of the Public Utilities Commission to update and modernize the transit system.

Mrs. Irene H. Leutza

Edward F. Sixtus

Edward H. Brumfield, Chairman

SAN FRANCISCO MUNICIPAL RAILWAY - Schedule and Traffic Department
Adult Transit Fares and Basic Rates per Hour Paid Platform Personnel

City, State	Pop. served (Thous.)	Adult Transit Fares		Zone Fares	Transfer Charge(a)	Basic Wage Rates per Hour or Changes Known (July 1, 1965)
		Cash	Token			
Akron, Ohio	386	35¢	33.33¢	-	1¢	\$ 2.54
Youngstown, Ohio	208	35	32.	-	2	2.50
Pittsburgh, Pa.	1071	30	-	Z	5	3.1325
Providence, R.I.	500	30	-	Z	5	2.50
Portland, Ore.	383	30	29.	-	-	(2.80)
Toledo, Ohio	330	30	28.	Z	4	2.59
Kansas City, Mo.	750	30	27.50	Z	2	2.65
San Diego, Calif.	575	30	27.50	Z	-	2.83
Chicago, Ill.	3950	25	-	Z	5	3.02
Los Angeles, Cal.	2104	25	25.	Z	-	(2.91)
Baltimore, Md.	1475	25	25.	Z	5	2.80
Mpls/St. Paul	1200	25	-	-	-	2.84
St. Louis, Mo.	1100	25	-	Z	5	2.80
Buffalo, N.Y.	645	25	25.	Z	5	2.65
Seattle, Wash.	550	25	25.	Z	-	3.00
Denver, Colo.	500	25	-	-	-	2.58
Indianapolis, Ind.	500	25	-	-	5	2.58
Columbus, Ohio	471	25	25.	-	-	2.70
Birmingham, Ala.	440	25	25.	Z	5	2.38
Phoenix, Ariz.	439	25	-	Z	-	2.18
Fort Worth, Tex.	380	25	25.	Z	2	1.90
Cincinnati, Ohio	728	25	24.	Z	2/5 (b)	2.63
Cleveland, Ohio	1262	25	23.	Z	3	2.81
Detroit, Mich.	1992	25	22.50	Z	5	2.75
Louisville, Ky.	502	25	22.50	-	-	(d)
Philadelphia, Pa.	2801	25	22.	Z	5 (c)	2.50
Washington, D.C.	1165	25	21.25	-	-	2.75
Atlanta, Ga.	675	25	21.25	Z	-	2.90
Milwaukee, Wis.	1003	25	20.83	Z	-	(2.48)
Oakland, Calif.	950	25	20.	Z	-	2.81
Houston, Tex.	940	25	20.	Z	-	3.01
Rochester, N.Y.	462	25	19.	Z	2	2.43
Dallas, Tex.	680	23	21.25	Z	-	2.605
Jersey City/Newark	5334	20	-	Z	-	2.43
Boston, Mass.	1500	20/10e	20.	Z	None Issued (f)	2.96
Miami, Fla.	1000	20	-	Z	-	3.105
Memphis, Tenn.	579	20	-	Z	5	2.25
San Antonio, Tex.	588	20	19.	Z	2	2.50
New York, N.Y.	7782	15	15.	-	-	2.25
SAN FRANCISCO, CAL.	804	15	-	-	-	(3.22)
New Orleans, La.	628	10	10	Z	-	3.1325
						2.65

- (a) No transfer charge unless otherwise noted
(b) 2¢ inside city limits - 5¢ outside city limits
(c) One bus route where an additional 2¢ transfer charge is made at specified intersections.
(d) Free on payment of 25¢ fare only - none issued with tokens
(e) Rapid transit 20¢ - local feeders 10¢ - no transfers
(f) Transfer exchange - 5¢; 10¢; 15¢

DEPARTMENT OF PUBLIC WORKS:

A recommendation was made by the 1964 San Francisco County Grand Jury to the effect that all the inspection bureaus be combined and centrally located and under the principal direction of the Department of Public Works.

This Committee of the 1965 San Francisco County Grand Jury has made its own inspection and investigation into this recommendation and concurs with the previous Grand Jury, urges that the Board of Supervisors, Health Department and the Fire Department give serious consideration and definite action to this recommendation.

This Committee recommends this consolidation because it will save many man hours of which will be a saving to the tax payer. It will also save time and control disputes between the departments. The consolidation will remove the red tape between the departments and give the public better inspection service.

When this consolidation becomes effective it will bring all the files and records into one department for the various buildings in the City and County. At the present time a request for information about a building may have to be obtained from as many as five different locations.

At the present time the inspection department is behind in the approximate amount of 800 inspections of which many are required for the welfare and safety of the people occupying the properties. One of the main causes of this back-log for inspections is brought about when the health or fire department learns that a building does not have a permit of occupancy or has a violation of the code, and makes a report to the inspection department and the owner.

This Committee believes that if the consolidation of the departments is made, the inspection department will be able to bring inspections of building to current date and it will have approximately six more inspectors for this type of complete inspections.

This Committee recommends that if this consolidation is not made immediately that two additional inspectors be employed so as to reduce the present backlog.

This Committee recommends that a modernized office procedure be established in the Center, housing the files of the Central Permit Bureau. Presently because of inadequate office procedures that have been in force for many years considerable time is lost in the operation of the entire department because of the lack of office efficiency.

DEPARTMENT OF PUBLIC WORKS (CONTINUED)

This Committee recommends that if the consolidation of the departments is made that the necessary funds and personnel be obtained and a complete new system be put into effect consolidating all department files into a master file for each building or each group of buildings.

This Committee recommends that consultants be employed to assist and make recommendations as to the type of filing system and other equipment that should be used and provided so that ultimately the entire system of filing control can be placed under the master Data Processing Techniques.

This Committee recommends that this department expedite a better system of inspection for repairs that are made to the streets when these repairs are made necessary because of street work by a contractor, a city department or a utility company. This Committee has found in many cases that temporary repairs are made to the streets and left in this manner for considerable length of time causing larger corrections to be made and causing unsafe traffic conditions.

William G. Baker

Attilio Muzio

Carl T. Olson, Chairman

REAL ESTATE DEPARTMENT

A recommendation was made by the 1964 San Francisco County Grand Jury Committee that special personnel and funds would be made available to properly evaluate the various holdings in real estate and their relative uses by the City and County.

This Committee of the 1965 San Francisco County Grand Jury has made its own survey and investigation in this area, concurs in the recommendation of the previous Grand Jury, and now urges that serious consideration be given and definite action be taken in this matter.

This Committee recommends that various areas of land such as community parking lots and other similar places be put to more profitable use. These areas often remove valuable property from the tax rolls. Leasing and use methods should be devised so as to produce a greater revenue or a better use of these lands. Consideration could be given to a more effective use of the "air rights" over these parking areas.

This Committee especially recommends that many of these parking areas could be converted into "Senior Citizens' Housing Locations" while at the same time retaining the parking area.

William G. Baker

Attilio Muzio

Carl T. Olson, Chairman

RETIREMENT BOARD

1. INVESTMENTS. The Retirement Board has caused surplus monies, now amounting close to \$350,000,000 to be placed in sound investments bearing an average interest of 4% per annum. The greater amount of this interest is re-invested. Together the "surplus" plus interest in this account will amount to approximately \$370,000,000 within one year from now. Any part of this account, under present provisions of the City Charter may not be diverted to improvements in retirement benefits; neither can it be allocated to the General Fund.

Insurance establishments, private and public and "pension funds" generally, have been following this policy, usually for the purpose of returning "part of the profits" to the benefit of those so insured.

The Retirement Board has acted wisely in this matter, and is entitled to our commendation.

RECOMMENDATION:

That the Retirement Board continue to invest such "surplus" at the highest rate of interest possible, consistent with all factors of safety and growth, bearing in mind that a method should be devised whereby part of the "profits" realized be used as a means towards better retirement benefits for members of the system.

2. BENEFITS OF RETIREMENT SYSTEM MEMBERS. The Retirement System is operating on a high degree of efficiency due to the skills and dedication of the Retirement Board and its staff. However, efforts to improve methods of operation in behalf of City employees (in particular those who are near retirement) are practically nil, due to out-of-date, "iron-bound" provisions of the City Charter. The present method of enacting improvements in benefits for members of the retirement system is an unfair, unrealistic, and out-dated way to accomplish this purpose.

It has been called to the attention of this Committee that the Civil Service Commission has been and still is, faced with acute difficulties in the recruitment of new City employees. In our opinion, improvements in retirement benefits, would tend to attract more applicants for City employments.

RECOMMENDATION:

(a) That a better method be devised for the enactment of improve-

RETIREMENT BOARD (CONTINUED)

ments in benefits for City employees - members of the Retirement System.

(b) Develop a project to study and analyze the retirement system and its investment policies for the purpose of adjusting the benefit structure in order to bring it in line with other similar jurisdictions. This study to be on an acturial basis.

(c) Develop a liaison agency so as to standardize all the personnel and medical records that apply to each City and County employee.

John L. Molinari

Gerald L. Pickle

David A. Klein, Chairman

MAYOR

Along with many other pressing civic problems, our City is faced with two extensive projects requiring top executive guidance and direction; namely, the extension of the Freeway, and Bay Area Rapid Transit. Both of these are of most vital interest to all present and future citizens of our great City.

Mayor Shelley has made an extensive study of both projects and is to be highly commended - for first reestablishing assurance that the Federal Government will grant us the much talked of appropriation for the Freeway Extension - and for getting it off dead center by bringing together our Supervisors, City officials, State engineers, City engineers, to concentrate with an open mind in arriving at a decision, without bias, on the most practical and useful project that will serve the best interests of our City and surrounding communities for many decades to come.

We urge that when the final study and recommendations are presented to our Supervisors for their approval, they will set aside any former prejudices they may have had and accept the route and design and recommendations developed from the new study.

BAY AREA RAPID TRANSIT

From a recent investigation of the original layouts it appears that all of the underground subway substations do not have proper and adequate mezzanine space allotments. In order to correct this situation the Mayor has assigned a task force of City officials and engineers to make a careful study of this apparent oversight.

This will require extensive engineering studies and when extra cost is determined to take care of the extensions, the assigned City officials will apply to the Federal Government at Washington for necessary funds.

Our Federal Government has been issuing grants, aids and matching funds, to cities for public improvements. However, in order to avail ourselves of these offers it is necessary that our Mayor be advised immediately when such funds, etc., are available. As it is now, by the time we learn of these funds, etc., through the newspaper media, the funds have all been spoken for. Therefore, in order that the Mayor receives immediate information we suggest that arrangements be made through some public relations or information concern in Washington, on a retainer basis.

(MAYOR - continued)

Several years ago the Little Report recommended that the staff of the Mayor's office be augmented by seven additional people. To date four of the seven positions have been filled and the Mayor plans to fill the balance in the immediate future.

John F. Hanavan

David A. Klein

Edward F. Sixtus, Chairman

PERMIT APPEALS

This Commission is composed of five members. The Commission Members presently are Attorney and President Richard A. Bancroft, Vice-President Alfred J. Lombardi, and Commissioners George B. Gillin, Peter G. Boudoures, and Attorney James W. Harvey. The office staff consists of an Executive Secretary, J. Edwin Mattox, and the clerk Stenographer, Mary Parry, who assists Mr. Mattox.

The Office of the Board of Permit Appeals, of the City and County of San Francisco, is open for the conduct of business from 8:00 A.M. to 5:00 P.M., daily with the exception of Saturday, Sundays, and legal holidays.

Regular meetings are held on every Monday at 2:00 P.M. in Room 2, City Hall basement, at which time all appellants may appeal from any City permit issuing department that has denied said citizen a license or permit. Also, protestants appealing the issuance of any City permit or license may likewise be heard at these times. Then too, appeals from any decision of the Zoning Administrator may likewise be appealed to this Board.

After full hearing, the Board may by an affirmative vote of four members overrule the involved City Department, or may, on the other hand, concur with said Department. The majority of appeals emanate from the granting or denying of permits by the Public Works, Planning, Health, Fire and Police Departments.

The Board of Permit Appeals has a definite and important place in the function of City government. Its hearings are inexpensive to the litigant, and it informally gives to every citizen a simple means of having his rights protected at a full and open public hearing. In 35 years of operation, the Board has won a great number of cases in the Superior Court, and at least four cases in the State Supreme Court, as well as one United States Supreme Court Case. On the other hand, the Board has only been overruled approximately twice in all these years - minor cases in which no appeals to the higher courts were taken. This would seem to be an excellent record for a Board invested with so much responsibility.

To date this Board has, during the year, heard and disposed of 258 appeals.

Mrs. Delphine L. Cincotta

Carl T. Olson

Mrs. Irene H. Leutza, Chairman

PARK-RECREATION DEPARTMENT

During the past year the Recreation and Park Department Committee of the San Francisco Grand Jury has met on many occasions with the General Manager and the staff of the Department and has also attended formal meetings of the Recreation and Park Commission which are held regularly on the second and fourth Thursdays of each month.

The Department is reaching the point of having spent all of the bond fund monies from the 1955 bond fund issue and McLaren Park is a fine example of what has been done to date in the second largest park in San Francisco, located in the south-eastern section of the City in the area known as Visitacion Valley.

The Committee has had the opportunity to visit many of the facilities of the Department in both the recreation and the parks section as well as the business division and has found this branch of City government efficient.

One point that stands out particularly is the fact that due to the scope of service being provided by the Department to the general public practically all the people in San Francisco are brought into contact with it either directly or indirectly through active participation and/or from strolling in one of the well-kept squares and playgrounds throughout the City.

Candlestick Park is probably the largest problem faced by the Department at this time due to the fact that sufficient monies are not provided to keep the stadium in good condition. Landscaping is needed also to set the structure off in a much more pleasant way than is now being done. Equipment as well as materials and supplies should be provided far more generously to enable the personnel of the Department to do their work more effectively.

Several years ago the personnel in the recreation section were given a five-day week rather than one of six days as in previous years which meant that the sixth day had to be financed from monies used for part-time employees on a non-civil service basis. As supervision, particularly in recreation and park areas, is most necessary we heartily recommend that additional monies be made available to supervise the facilities properly.

For the immediate future \$1,125,750 will be spent from the 1964 State Bond Issue. This is the allocation to the City and County of San Francisco for recreation and park improvements. With this money the Department staff has planned for the following developments:

(PARK-RECREATION DEPARTMENT - continued)

Further construction and beautification for McLaren Park. Development of the Lake Merced perimeter which would involve roads and paths, irrigation, creation of passive areas for picnicking, etc., as well as a planned program of planting the entire perimeter of this five mile long area. Development of approximately fifteen miles of bicycle trails in Golden Gate Park and proceeding along Sunset Boulevard and around Lake Merced and these are being planned in such a way that

1. The traffic will not be a problem in Golden Gate Park.
2. Cyclists will be afforded safe guided trails along the Sunset Boulevard and around Lake Merced.

As regards the San Francisco Zoo, this popular and expanding facility is maintained by the Recreation and Park Department. However, the San Francisco Zoological Society formed in 1954 for the purpose of helping build up the Zoo, operates the numerous concessions that serve the public. Funds obtained from this operation have been responsible for the purchase of many new and interesting animals and contribute toward the expansion of the Zoo, the plans for which will add approximately 35 acres to the present Zoo area of 39 acres. As a result of a considerable amount of nationwide publicity, 40% or more of the two million plus annual visitors are from areas other than local, which obviously contributes substantially to the City's economy.

In conclusion this Committee recognizing that the San Francisco Recreation and Park Department works on a very close budget, definitely recommends that it be allowed in its entirety for 1966/1967 in order to adequately and properly maintain and expand the various facilities for which they are responsible to the people of San Francisco.

William G. Baker

Earl B. Delman

John F. Hanavan, Chairman

DEPARTMENT OF SOCIAL SERVICES

Many changes occurred in the Department of Social Services during the year. These in large measure were the outgrowth of federal and state legislative changes, not only of the current year but of the past three years as well. These legislative changes broadened the scope of many of the public assistance programs. Perhaps most important, they changed the emphasis of public welfare nationwide from mainly the providing of financial assistance to providing rehabilitation services as well - ranging from efforts to maintain self-care abilities among the aged and disabled to the provision of vocational rehabilitation and return to self-support for the younger families receiving assistance.

The stage was set early in the year for many of these changes by the recommendations of an administrative review conducted by the State Department of Social Welfare at the request of the Mayor and the Social Services Commission. The recommendations stressed the need for the provision of additional services and pointed up the fact that the amount of office space and staff available to the Department were wholly inadequate for effective operations.

Some of the major changes which took place in the Department during the year were:

1. Adoption by the Social Services Commission of a statement of principles setting forth its philosophy, beliefs, and goals and outlining immediate and long range objectives and essential steps in meeting them.
2. Change in name of the Public Welfare Department to Department of Social Services and in the name of the Public Welfare Commission to Social Services Commission.
3. Expansion in office space through the purchase as of July of the four-story building at 1680 Mission Street. Advertising for bids for the remodeling of the building took place on December 1, and the remodeling should be completed by October, 1966. In addition, the first two floors of the building at 1360 Mission Street were rented and occupied by the Department in October, 1965, and the other two floors are being rented for occupancy in January, 1966. These are in addition to the Department's four-story building at 585 Bush Street and its nine-story building at 150 Otis Street. Plans are in the developmental stage for the acquisition of a large building in the Mission and 13th Street area which will make possible the vacating of the building at Bush and Stockton Streets.

(DEPARTMENT OF SOCIAL SERVICES - continued)

4. The staff of the Department continued to increase through the addition of 21 positions at the beginning of the year, 24 in May, 40 as of July 1, and, further, 25 in August, the need for which resulted from federal and state legislative changes. This brought the staff of the Department to 836 positions, including 26 special project positions. Many of the new positions were administrative in nature; there is need for more such positions as well as additional positions for the provision of services.
5. Through the use of additional staff provided in the Department's budget, a modern personnel division is being developed which includes an aggressive recruitment program, a grievance procedure, and professional employee-management consultation.
6. In cooperation with the Civil Service Commission, personnel standards have been raised through raising the minimum qualifications, particularly for social service supervisory personnel; more frequent civil service examinations have been held; and nationwide recruitment is going forward for many upper-level administrative positions.
7. New positions were added in the Department's Staff Development Division with a considerable stepping-up of inservice training activities.
8. Communications both within and outside the Department were materially improved through intensified, scheduled staff meetings at all levels, the addition of community organization and neighborhood coordination staff, and close coordination and cooperation between the Commission and Department with other public and private agencies, the United Community Fund, and various organizations, associations, and unions. The Commission carried forward a series of monthly "Person-to-Person" visits where interested citizens were able to view the actual workings of the Department through discussions in the Department's offices and accompanying the social workers on their regular home calls with the clients' consent and prior approval.
9. A start was made on the review and simplification of all Department systems and procedures together with their adaptation to electronic data-processing. Further progress will be made in this direction as additional staff for this work becomes available.
10. Special emphasis is being placed by the Commission and Department on the expansion of Adoption Services, the development of additional placement facilities for the foster care of children, and amplified and better coordinated medical services. In connection with medical services, the Commission is working with a committee of representatives of the San Francisco

(DEPARTMENT OF SOCIAL SERVICES - continued)

Medical Society, the San Francisco Hospital Conference, the Health Council of the United Community Fund, and the Department of Public Health. Regarding foster care of children, a plan is being developed looking toward the immediate reduction and ultimate elimination of the need for dependent and neglected children to be housed at the Youth Guidance Center.

11. Storage space for city-owned automobiles close to Department offices has been obtained and efforts have been made to improve telephone service, although the problem of adequate telephone service cannot be solved until the Department is included in the City Centrex System in February.

RECOMMENDATIONS:

The Department should be encouraged in its efforts to obtain additional office space in the 13th and Mission Street area so that its operations can be centralized in that area and adequate office space provided.

The Department should be provided with the necessary direct service and supportive positions to meet federal and state requirements for the provision of adequate and effective rehabilitation services.

A program designed to utilize the full benefits of central electronic data processing should be diligently pursued, and the staff and facilities necessary to accomplish this should be provided.

William G. Baker

Earl B. Delman

John F. Hanavan, Chairman

DIRECTOR OF FINANCE AND RECORDS:

The Director of Finance and Records has administrative control over a group of eight offices which have counterparts in each of the other counties throughout California. The remaining two operating agencies under his jurisdiction, the Records Center and Farmers Market, differ in that they are not county offices created under state law. They were provided for by an ordinance of the San Francisco Board of Supervisors. These offices were placed under the jurisdiction of the Chief Administrative Officer for delegation to one or more of his departments.

Three years ago the Board of Supervisors, by an ordinance, created an office that would have for its main purpose the protection of San Francisco's vital records. The thought in mind was to avoid another disaster with the loss of records such as occurred in the 1906 earthquake and fire. This position was termed, Preservation Records Officer, and it was placed under the jurisdiction of the Chief Administrative Officer and in turn delegated to the control of Director of Finance and Records. The Records Preservation Officer is charged with classifying city and county vital records and updating this list each year. The next step in this procedure would be up to the various department heads who felt that under the law they had vital records that should be preserved in this manner. Some of the departments have made requests for the necessary funds to duplicate records that they felt vital and that should be stored with the Records Preservation Officer. It is the recommendation of this committee, that all of the departments of the City and County of San Francisco should make a thorough review of their records, determine those that should receive vital protection, determine the amount of money that would be necessary for their forthcoming budget, to place these records in proper order in the hands of the Records Preservation Officer. As a further thought, the department heads should consider that these vital records, in many instances are essential to the continuity of government and the protection and rights and interests of individuals, and their preservation from possible destruction, should be constantly kept in mind and by duplicate copies stored with the Records Preservation Officer. It is the recommendation of this committee that the Director of Finance and Records should prepare and place in his budget, the necessary amounts of money that would be needed to start this process for clerical help for machinery, for space, either purchased or rented.

The Board of Supervisors should give every consideration to this item in the budget of the Director of Finance and Records in the 1966-1967 budget which would be presented to them.

As we have said to the department heads, we would say to the Board of Supervisors and to the Mayor that these vital records are necessary for the continuity of the government and the protection of the rights

(DIRECTOR OF FINANCE AND RECORDS, continued)

of not alone the city but of the individuals who compose its citizenry. There are many old records which belong to the City and County of San Francisco or are in their custody, and these records cannot legally be destroyed, and must be kept. Quarters are being rented for this purpose. It is the recommendation of this committee that a city owned facility be acquired, then better procedures for orderly disposition of many useless records can be developed.

The Records Center program could save the city many thousands of dollars annually by storing records at a lower cost. It is our recommendation that consideration be given to the application of electric or electronic data processing procedures and techniques. Presently, the techniques are being developed for property tax collection and voter registration, and there are other many potentials for the electronic and data processing techniques to be applied in the office of the Director of Finance and Records, one in particular would be the printing of the Recorder's Document Index. We are aware that the Director of Finance and Records has difficulty with personnel in his employ being moved from one department to another, causing him to have a continuous source of new untrained help. This recommendation for a greater use of electronic, data processing techniques may assist materially in alleviating this situation.

This department is making good use of microfilming of vital documents, all property records are now microfilmed when filed, one copy is retained in the City Hall for reference use and for the making of certified copies. Another microfilmed copy is placed in the Records Center underground vault for security purposes. Progress has been slow, however in the backlog project to microfilm the old property records going back to 1906, the project is about one third completed, it is being done without hiring additional help but has taken already three years. Microfilm copies are also made in this department of court judgments and decrees, photo registrations and registration certificates, and checks received on tax payments. In order to lessen the risk of continuing to have these important records in paper form only, it is the recommendation of this committee that extra and needed assistance and help be employed to get this job done as quickly as possible.

Grand Juries during a great many of the past and recent years have proposed that funds be appropriated to provide the Sealer of Weights and Measures with the appropriate equipment to test gasoline, tank truck meters as he is required to do under the state law. Although there have been many Grand Juries making recommendations for the obtaining of this equipment, to date the Sealer of Weights and Measures is still without material to measure the tank, truck meters. It should be a consideration that a citizen suit on this matter could result in some costly litigation. We recommend that the Director of Finance get a firm figure as to the cost of the installation of this meter for the measuring of tank trucks or the tank, truck meters and place it in

(DIRECTOR OF FINANCE AND RECORDS, continued)

his budget and further recommend that the Board of Supervisors and the Mayor give it firm consideration in this budget to be presented in mid year.

Some change in the arrangement of the office facilities has taken place with departments under the Director of Finance and Records. For instance, the Marriage License Bureau which formerly was located on the third floor, is now on the first floor and quite accessible to the public. There are other offices that could be re-arranged and made from a physical stand point of view a more efficient and more accessible to the public. Funds have been asked for to make such a survey, and the request has been denied. This committee of the Grand Jury has been aware, as other Grand Jurors of the 1965 Grand Jury and the members of many previous Grand Juries, that an entire consideration of the re-distribution of space and its use should be considered in the City Hall. The City of San Francisco has grown greatly since the City Hall was built in 1915. When the entire structure of the Plaza was first considered, a Courts Building was to be erected at what is now designated as 100 Larkin Street. For lack of funds, as is indicated to us today, this building was never constructed and as a consequence, the fourth floor which was intended as a loft, is now used by the Superior Court for their Civil Division Courts, their offices and the Law Library. This committee feels that an entire review of the use of the City Hall should be re-considered with a thought in mind of redistributing the offices and most of all providing extra space within the City Hall by erecting a Courts Building. We feel that piecemeal review of the space and use of the City Hall is not at all in keeping with good business practices, and we would firmly recommend that an entire program, money be provided to consider the Courts Building to house the Courts and other offices connected directly with court and court procedures, and that the City Hall be used more effectively for offices for civic administrative purposes.

This committee would like to make a short review of the department of Director of Finance and Records and say that the position of the Director of Finance and Records is a non-civil position. Virgil Elliott, the present Director of Finance and Records, serves at the pleasure of the Chief Administrative Officer, Thomas Mellon. He, the Director of Finance and Records, is the personnel officer and department head of the Department of Finance and Records, and this includes the office of County Clerk, The Recorder, Registrar of Voters, Public Guardian, Public Administrator, Tax Collector and Record Center. In addition, the heads of the Department of Agriculture, and Weights and Measures, report to the Director of Finance and Records. This is done by a delegation of the Chief Administrative Officers authority to have these two officers report to the Director of Finance and Records. The Farmers' Market is under the Agriculture Commissioner. These eleven officers engage the services of 231 permanent employees having the equivalent of 54 year-round temporary workers who are hired for seasonal duties, or a total of 285 employees. The combined budget

(DIRECTOR OF FINANCE AND RECORDS, continued)

exceeds \$2,000,000 dollars, of which half is returned to the City and County treasury in a form of fees charged for services rendered. In view of the record of this department and the recommendations that this committee has made, we earnestly urge the Board of Supervisors and the Mayor to consider the recommendations that may be made, or should be made in this forthcoming budget so that the Director of Finance and Records can provide a greater service.

Mrs. Delphine L. Cincotta

Emanuel A. Mayer

Earl B. Delman, Chairman

CHIEF ADMINISTRATIVE OFFICER:

The Chief Administrative Officer, Thomas J. Mellon, was appointed to this office by Mayor John F. Shelley with the approval of the Board of Supervisors on September 1, 1964. He is responsible for the administrative supervision and control of nine departments which employ the services of more than 5,600 persons, and administers an annual budget of about \$58,423,000. He also serves on many boards and commissions in our city government.

This committee has had several very interesting meetings with Mr. Mellon and were greatly impressed with his thorough knowledge of the activities of the various departments assigned to his office.

This report, however, will make reference to only a few departments under the Chief Administrative Officer, as a number of the others are reported on by other Grand Jury committees.

BUILDING PERMITS AND INSPECTION:

Our present method for issuing building permits is very time consuming and costly, holding up months of active construction time. It requires checking with eight different departments. We understand the number and extent of involvement of separate, specialized enforcement agencies in San Francisco is perhaps unique in the United States. Few if any cities have voted such a wide range of code enforcement responsibilities in a fire prevention bureau as has San Francisco; it is one of the few cities vesting enforcement of a zoning ordinance in a separate department, and it is one of the few cities whose public health department is involved in construction inspection on such a large scale.

The housing, building, plumbing, electrical and planning zoning codes are the principal codes determining the quality of the city's building inventory and only part of all these code provisions is assigned to any one enforcement agency. This problem has been the subject of other Grand Jury reports and engineering studies. Recently, some improvement has been made, but it is still a lengthy, wasteful time consuming process to secure a building permit. We were advised by the Chief Administrative Officer that he has been working on the problem with the thought in mind of consolidating as many of the various departments as practical under one department head, thereby eliminating costly and time consuming overlaps.

(CHIEF ADMINISTRATIVE OFFICER, continued)

GARBAGE DISPOSAL:

In recent months this has become a rather active problem especially since the voters of the city of Brisbane voted to bring legal action against the city of San Francisco to discontinue the fill and cover method of garbage disposal in the vicinity of Brisbane. This action was taken by Brisbane even though the Sanitation Fill Company, disposing of garbage for San Francisco, has a bona-fide contract with them subject to extension for many years. A court ruling may be necessary to affirm the validity of their contract.

However, it is inevitable that eventually some other location for fill and cover will have to be established, or some other method to dispose of some 1200 tons of garbage daily. Several methods other than fill and cover are now used by some of the large cities, but the cost of operations are considerably higher than the fill and cover method.

We were advised by Mr. Mellon that preliminary studies and investigations of various possible methods are now under consideration.

HOTEL TAX FUND:

The distribution of the hotel tax fund is handled in a very judicious and equitable manner by the Chief Administrative Office. However, the funds collected are not sufficient to take care of all of the worthy demands made on them and their thinking is in the direction of a 1% tax increase.

RECOMMENDATION:

1. Develop methods for expediting the issuance of building permits..
2. Pursue the investigation of garbage disposal.
3. Study advisability of increasing hotel tax fund.

John F. Hanavan

David A. Klein

Edward F. Sixtus, Chairman.

DISTRICT ATTORNEY

The District Attorney's office displays the same attributes that it did under its illustrious former head, the present Attorney General.

Not only has the case load increased, but also so has the complexities of the law.

The problems of the District Attorney have been presented to the Grand Jury and by a resolution dated November 8, 1965 the Grand Jury has responded.

A copy of this resolution is attached hereto, and made a part of this report and recommendation and ratified by this Committee.

David A. Klein

Emanuel A. Mayer

Delphine L. Cincotta, Chairman

R E S O L U T I O N

- WHEREAS, in over twenty (20) years the office of the District Attorney has had no increase in the number of attorney-employments;
- WHEREAS, the number of felony cases processed in the Superior Court by the District Attorney's office has increased, yearly, from 1,175 actions in 1959 to 1,927 actions in 1964;
- WHEREAS, mental illness cases involving jury trials have risen from 10 cases in 1962 to 21 cases in 1964;
- WHEREAS, there has been a substantial increase in the area of business fraud cases processed by one deputy district attorney, permanently assigned to this department, after intensive, time-consuming investigation and frequently corrected only by lengthy trials;
- WHEREAS, the jury cases pending in the Municipal Court have arrived at the large number of 493 as of November 1, 1965, and there is no indication or reason to expect any decrease in the future;
- WHEREAS, recent changes in court interpretations of individual rights and legal procedures relating to evidence concerning "Discovery", "Search and Seizure" and "Confessions and Admissions" has multiplied the presentations of proof by the office of the District Attorney;
- WHEREAS, there has been an increase in uniform reciprocal support cases, which amounted to 416 cases in the year ending June, 1965, requiring the District Attorney's staff to perform additional office duties and make court appearances at the civil division in City Hall;
- WHEREAS, pursuant to Section 139.5 of the Civil Code pertaining to the support of minor children, the office of the District Attorney has been delegated by the Superior Court to file orders to show cause seeking enforcement of court orders;

NOW, THEREFORE, BE IT RESOLVED: that the members of the 1965 San Francisco County Grand Jury, in view of the increased work load in the office of the District Attorney, without a corresponding increase in its personnel, recommend that four additional attorney-employments and two investigators be granted to this office;

AND BE IT FURTHER RESOLVED: that the members of the 1965 San Francisco County Grand Jury recommend to the Honorable John F. Shelley, Mayor, and the members of the Board of Supervisors that this necessary increase be

immediately recognized and sufficient monies be provided from whatever funds are presently available.

Robert McCarthy

Robert McCarthy, Foreman

Arthur A. Petri

Arthur A. Petri, Secretary

Dated: November 8, 1965
San Francisco, California

SHERIFF

From the Committee's personal inspection of the jail facilities and the civil facilities we feel the Sheriff's Office is doing an efficient job in spite of its handicaps in personnel.

By utilizing a small herd of beef cattle and growing its other food requirements the Sheriff's Office has reduced the cost per inmate per day to sixty (60) cents.

Whereas the criminal population has decreased by two (2) per cent in the last fiscal year the civil side has again increased its dollar volume. During the last ten years the civil side has more than doubled the amount of money handled. The latter activity has been accomplished without any appreciable increase in personnel.

The Sheriff has requested two new positions designated as "Rehabilitation Counsellor" to help reduce the number of "repeaters", as this would ultimately reduce the cost of caring for prisoners.

RECOMMENDATIONS:

That a Rehabilitation Counsellor be employed, at least on a provisional basis.

That an additional Civil Deputy be authorized along with some supplement in the civil secretarial staff.

David A. Klein

Emanuel A. Mayer

Delphine L. Cincotta, Chairman

PURCHASING DEPARTMENT

This Committee recommends that the necessary funds and personnel be made available to this department, in conjunction with Central Data Processing system, to conduct a comprehensive study of its systems and procedures so that a complete and effective Electro Data Processing System may be established.

Also, it is the recommendation of this Committee that a "Car Pool" be established under the jurisdiction of the Purchasing Department. In this way the Purchasing Department could rotate the various cars for regular repairs and servicing and assist greatly in providing necessary transportation to the various City and County departments as required.

It is the belief of this Committee that this regularity of care and servicing would extend the life of the cars and at the same time reduce the overall cost of emergency repairs.

The Purchasing Department under this "Car Pool" arrangement should be given the authority to issue instructions to all departments to limit the use of the City cars by City employees between their homes and their job or work area. This arrangement would result in a definite tax saving.

It has been the understanding that if a City car is used by an employee for transportation between his home and his employment area that the City car will be placed in a garage off-the-street. This Committee has noted examples of City cars parked over-night on the streets. The rule of garaging City cars should be effectively enforced for besides protecting the City's property it will also be providing additional parking areas for the public.

William G. Baker

Attilio Muzio

Carl T. Olson, Chairman

DEPARTMENT OF ELECTRICITY

The Department of Electricity is responsible for a great many things beside electricity, such as Police Department emergency telephones and teletype systems, radio communications, fire alarm boxes, etc.

RECOMMENDATION:

We would therefore like to recommend that the name of this Department be changed to the "DEPARTMENT OF COMMUNICATIONS AND ELECTRICAL SERVICE."

FIRE DEPARTMENT

We have one of the finest Fire Departments in the United States, or, in fact, the entire world. One of its most important duties is to patrol the San Francisco side of the bay harbor. The patrolling of this harbor is for quite a distance and in case of a real disaster it would be impossible for one fire boat to take care of the entire waterfront.

RECOMMENDATION:

Although the harbor waterfront is controlled by the state of California and they pay part of the upkeep of our fire boat, we would like to recommend that the City of San Francisco purchase another fire boat, perhaps with the help of the State of California.

August Rosasco

Alfred J. Rushton

Selwyn G. Sachs, Chairman

ZONING AND PLANNING COMMISSION

A number of San Francisco Zoning and Planning Commission meetings were attended by the Grand Jury Committee members so assigned, the most interesting of which it is felt was the open hearing explaining the aims of Urban Renewal in conjunction with the findings made and published by the Arthur D. Little Co.

Dr. Ira Robinson of the A. D. Little Co. was present to answer questions put to him by interested citizens, and he also gave an informative talk in further explaining the Arthur D. Little Report as consultants on the subject of the San Francisco Community Renewal Program. It is a conclusion of this Committee, after hearing many comments of the San Francisco homeowners present in a discussion/open-forum type of meeting, that strict adherence to the A. D. Little recommendations in regards to "bringing up to code" S. F. building structures, would bring many a hardship on numerous San Francisco homeowners. Reference is particularly made to retired senior citizen homeowners who have small older homes paid for, and through some URBAN RENEWAL "fancy" conceivably find that they are required to completely rewire their home to meet today's codes,---or---to raise their foundations some twelve inches in order to meet today's code,---or---to replace four inch sewage lines with six inch lines in compliance with today's code. Such homeowners would have to go into debt they couldn't afford to gain what;---the opportunity of losing their homes in their inability to handle monthly payments they had not anticipated during their late years.

It is felt by this Committee that most possible code violations of the type referred to as "hazardous" will be found more prevalent in the older multiple dwelling structure in San Francisco rather than in the single family home and therefore do recommend that proposed actual physical inspections be restricted to the multiple unit dwelling structure.

The general meetings of the Zoning and Planning Commission as chaired by Mr. Kearney are quite interesting and educational. San Francisco citizens are indeed fortunate to have such outstanding Commission members as those currently serving us. The zoning applications and requests, sign requests, and other matters as may come before the Commission are given most adequate consideration, and the discussion by the Commission members is held on a high plane; dignity and decorum prevailing at all times. Conformance to the Master plan of Zoning and Planning seems paramount in each decision we saw made during our visits.

It is recommended that necessary budget funds be recognized and granted to the Zoning and Planning Commission in the immediate future that materials, supplies and personnel be made available in order

(ZONING AND PLANNING COMMISSION - continued)

that Electro Data Processing may be undertaken for use in conjunction with computerized City Government functions relative to Department of Public Works Building records---the extensive use of which is made by Zoning and Planning staff members, and for other statistical information as may be needed by Zoning and Planning.

* * *

HOUSING AUTHORITY

The recent replacement of Executive Director John W. Beard by Mr. Eneas Kane brought phone calls to this Committee Chair, an anonymous letter and a newspaper article. Upon attempting to gain enlightenment for the San Francisco citizenry as to the facts surrounding this incident, this Committee was informed that the INVESTIGATIVE POWERS of the San Francisco County Grand Jury which had been provided for in Section 933 of the Penal Code were rescinded by the California State Legislators in the year 1959.

RECOMMENDATION:

In light of the foregoing, the 1965 Housing Authority Committee of the San Francisco Grand Jury suggests that the San Francisco Housing Authority be dropped from the Roster of San Francisco Grand Jury Committees in the future.

* * *

REDEVELOPMENT AGENCY

The San Francisco Grand Jury Committee concerned with the Redevelopment Agency having found no authority upon which to base any possible investigation, and, INVESTIGATIVE POWERS being the prime cause for Grand Jury existence, the 1965 Grand Jury Committee hereby recommends that the San Francisco Redevelopment Agency be dropped from the Roster of San Francisco Grand Jury Committees in the future.

John F. Hanavan

Earl B. Delman

William G. Baker, Chairman

COURTS COMMITTEE

The Courts Committee of the 1965 San Francisco County Grand Jury have endeavored to develop a complete understanding of the work, accomplishments, problems and physical facilities under which the judges of the Superior and Municipal Court labor.

This Committee has visited with the Presiding Judges of both Courts, the Honorable Raymond J. Arata of the Superior Court and the Honorable Robert J. Drewes of the Municipal Court.

Also, we have had the opportunity of sitting as observers in both courts, criminal and civil, and obtain first hand information as to the operation of the Courts.

We, as well as the other members of the Grand Jury, have developed an extensive understanding of the criminal situation thru the investigations presented to the Grand Jury each week by the Office of the District Attorney, John J. Ferdon. In many instances we have had the opportunity of discussing situations with the actual victims of criminal activities.

It is the observation of this Committee that the Judges of the Superior and the Municipal Courts are doing an excellent job within the framework of the recent changes in the law proclaimed by the higher courts; which the trial courts must necessarily follow.

This Committee has considered the case loads both in the Superior and the Municipal Courts and they find both courts overly burdened and have case backlogs.

The Judges of the Superior Court, under the direction of the Presiding Judge, Honorable Raymond J. Arata, have done a tremendous job in handling cases in an effort to reduce the backlog and to cope with the ever new number of cases being filed daily. The Pretrial methods applied in the Superior Court have helped considerably in reducing court matters that would ordinarily come to trial and take up considerable court time.

Even with this hard and continuous work on the part of the Superior Court judges there is still need for additional judges. In the criminal division a defendant must be brought to trial within a stated

(COURTS COMMITTEE, continued)

period of time in accordance with the Penal Code. If the Court cannot bring these defendants to trial there is a possibility of them going free.

San Francisco is the home office or home city of many national and international organizations, firms, and corporations. It so happens under the law that many cases in the civil division of the Superior Court have to do with matters or accidents that occurred in other cities or states, but the law suit is conducted in the San Francisco Superior Court where the home office is situated. There have been cases involving international law presented before divisions of the Superior Court in San Francisco.

In the face of these situations of the present backlog, the ever increasing number of cases filed, and the fact that San Francisco is becoming the central location of many larger concerns that the Presiding Judge of the Superior Court present these matters to the Judicial Council with a request for more judges to be assigned.

The Municipal Court also has a back log of cases and not sufficient Judges to handle the complete calendar so as to keep it up to date. They are in need of extra assistance and it is also the recommendation of this Committee that the Presiding Judge should make known his problem and request additional assistance from the Judicial Council with the assignment of more Judges to the San Francisco Bench.

The matter concerning the traffic tag situation in the Municipal Court was brought by an investigative matter before the entire Grand Jury during the early months of 1965. This Grand Jury investigated the methods of the legal and clerical handling, processing and disposing of moving and parking traffic citations in the jurisdiction of the Municipal Courts of San Francisco.

The Primary investigation of this Grand Jury resulted in the return of an indictment against a city employee involved in the illegal and clerical irregularities in handling traffic citations. This individual has now pleaded guilty in an action before a department of the criminal division of the Superior Court and was fined and placed on probation.

Since the matter first came before the Grand Jury, the Courts Committee has given much time and effort to investigation in the matter of the legal and clerical processing of traffic citations in the Municipal Court offices. This Committee now reports that the Judges of the Municipal Court have established corrective court measures for the present and future handling and processing of all traffic citations.

(COURTS COMMITTEE, continued)

The Municipal Court Judges have also established adequate and legally proper clerical processing controls for the handling of traffic citations and this alongwith the data processing techniques, now being developed, will adequately resolve the clerical procedures in the proper legal handling and disposition of traffic citations.

San Francisco is in need of a Court House Building. In 1915 when the other civic buildings were erected in the Civic Center Plaza it was contemplated in those plans to erect a courts building in the general area of what is now termed 100 Larkin Street.

Many reasons were extended for not erecting the courts building at that time and as a consequence the Civil Division of the Superior Court was located on the fourth floor of the City Hall. This fourth floor area was originally designed as a loft or storage area. During the past fifty years the Superior Courts, its offices, and the law library have been located.

The survey of this Committee of the courtroom, chambers, and other facilities of the Superior Court find them inadequate. The survey indicates that every year money must be appropriated to make changes in the courtrooms to bring them to modern use and convenience. This yearly request for money for the improvement of the Superior Court facilities will continue until something constructive is done about building a new Court House.

This Committee has observed that before court time in the morning and afternoon and during recess the corridors are filled with people. This can mean only one thing, that jurors, judges, lawyers, defendants, clients, and witnesses are intermingling. This is not conducive to good court or legal practice.

There is no adequate place for the lawyers to have a room to discuss matters of emergency with their clients. More and more use is being made of the law library for this purpose. This is not the purpose of the law library. We certainly agree that there should be some place for the legal profession and their clients to meet and discuss matters in private.

(COURTS COMMITTEE, continued)

The need for the building is present and apparent, most or a majority of the people of San Francisco agree that it should be built, legislation previously passed some thirty years ago is now holding up the erection of courts building.

The Law Library under the direction of Law Librarian, Robert J. Everson, is doing a magnificent job in serving the legal profession, the judiciary, and the general public in assisting them with research on legal problems. This research consists not only in knowing the legal matters, but always where to find it, and also to keep it in orderly arrangement before and after it is used.

This Committee recommends that adequate space be considered for the Law Library in the new Courts Building so that not only can they arrange legal material in the most satisfactory and accessible manner, but also to give them sufficient room to store and properly protect many valuable and irreplaceable documents and books now in their possession.

During the early part of this year this Grand Jury discussed with the Honorable Alvin Weinberger a new arrangement for a courtroom. This Courts Committee has taken an active part in this matter. After discussing the matter with the Judge and the Department of Public Works it was found that this new type courtroom could be constructed in the present area now assigned to Judge Weinberger. Plans were drawn, estimates were obtained, and it was conceivable that the Department of Public Works could do the work. The Board of Supervisors have now appropriated \$6,000 for this work to be done. We recommend that the Department of Public Works give every consideration to getting this work done as soon as possible. The general idea of this new type arranged courtroom is to have all participants in a trial centrally located so witnesses, jurors, attorneys, and judge could all have complete unobstructed view of the entire court proceedings. This model courtroom has the complete recommendation of this Committee.

August Rosasco

Edward Sixtus

Alfred J. Rushton, Chairman.

THE POUND:

SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS:

This is a non-profit organization that gives service to the people of San Francisco in the care and protection of their pets. There are many activities of this organization of which the general public is unaware, and we would encourage people to visit this facility located at 2500-16th Street and learn a little of their work.

It is true that the only time we see the S.P.C.A. emergency car is when an animal is hurt or an animal becomes jammed between buildings or a cat is in a precarious position on a pole carrying a power line.

We would again suggest a visit to the institution which is under the able direction of Charles W. Friedrichs, Executive Secretary.

The only money that the Society of Prevention of Cruelty to Animals (the S.P.C.A. or the Pound) is the money that the city and county of San Francisco makes available to them from the fees collected for the licensing of pets. All other work carried on by this institution is by donation, gifts and etc.

August Rosasco

Edward F. Sixtus

Alfred J. Rushton, Chairman.

BOARD OF SUPERVISORS

FREEWAY:

During the month of November, 1965-along with their very crowded calendar, the Board of Supervisors attended several very important meetings regarding the freeway extensions. These meetings were also attended by other City officials and both State and City engineers.

The open-minded discussions at these meetings gave evidence that many of those involved in the decision-making of this important project would set aside any former prejudices, that they had, and study the routes advocated by others.

Monies have been appropriated for the study of the freeway extensions, and since time is of the essence, it is incumbent on the Board of Supervisors to remove all obstacles so that the up-to-date study of this project can proceed without any further unnecessary delays. Also they should keep the engineering groups ever-mindful of the 1972 construction completion date established by the Federal Government, after which date Federal Funds will no longer be available for Federal highway programs.

When making the final decision on these all important extensions of the freeway, if all those involved in the engineering and decision-making of the location and design, that if they would arrive at an unbiased and honest decision on the basis of the most practical design, and useful route that would serve the best interest of our great City and surrounding communities, their decision would be applauded and approved by the majority of our fair-minded citizens.

BAY AREA RAPID TRANSIT:

In this Committees' report of the Mayor's Office, we recommend increasing space allotment for Mezzanine floors in underground subway stations. We would urge that every effort be made to extend Fifth Street across Market Street to Eddy Street as soon as possible, so as to alleviate the congestion that will be caused in that area due to the construction of the Powell-Market Subway.

TAXES:

A very complete report has been prepared by the Director of Finance and Records covering an excellent treatise on taxes. It stresses the fact that real property taxpayers shoulder the burden of more than half the cost of City and County government, and that San Francisco depends more heavily on the real property tax for its

(BOARD OF SUPERVISORS, continued)

revenue than do many more communities in the State. The report makes a comparison of 27 cities with the population equal to San Francisco. Of the 26 cities other than San Francisco, 19 of them or 73% derive a lesser amount of their total general revenue from property tax.

A close look should be given to tax exempt properties. Exemptions, while very worthy should be re-appraised in each case, if they qualify and are merited, should remain on tax exemption list, otherwise they should be removed. We urge that the Board of Supervisors investigate the matter of adjusting the tax structure so that all citizens bear their fair share of the tax cost, thereby alleviating the unjust burden now placed on real property taxpayers especially the retired home owners with reduced income. As an example, a chartered City like San Francisco can impose a cigarette tax yielding several million dollars a year revenue. Hotel room tax increase would amount to more than one-half million dollars yearly. There are many other revenue sources available, whereby all citizens would bear a fair share of the cost.

Serious thought should be given to some form of City income tax on earnings acquired in San Francisco.

SEC. 933-P.C.:

On or before December 31 of each year, each Grand Jury impaneled during that calendar year shall submit to the Presiding Judge of the Superior Court a final report of its findings and recommendations that pertain to County government.

No later than the 60th day after the discharge of said Grand Jury, the Board of Supervisors shall comment on the findings and recommendations of a Grand Jury that pertain to County government matters under the control of the Board and every elective County officer shall report to the Board of Supervisors on the findings and recommendations pertaining to such County officer. All such comments and reports shall forthwith be submitted to the Presiding Judge of the Superior Court who impaneled the Grand Jury for the previous calendar year. A copy hereof shall be placed on file with the County Clerk and shall remain on file in the office of the County Clerk. Being a part of the Penal Code we feel that the Board of Supervisors and all department heads follow its direction.

The Supervisors should not lose sight of the fact that they are elected officials and placed in office at the wishes of the voters. They have a very comprehensive set of rules and regulations for the conduction of their meetings, and we urge that these rules be strictly adhered to.

(BOARD OF SUPERVISORS, continued)

RECOMMENDATIONS:

FREEWAY: Unblock any previous fixed ideas. Decision should be on basis of most practical design and useful route for the majority of our citizens.

BAY AREA RAPID TRANSIT: Expedite the extension of Fifth Street across Market Street.

TAXES: Adjust tax structure so as to alleviate unjust burden on real property tax payments.

GRAND JURY REPORTS: Adhere to Section 933-Penal Code.

SUPERVISORS' MEETINGS: Conduct meetings with dignity and decorum.

John F. Hanavan

David A. Klein

Edward F. Sixtus, Chairman

WAR MEMORIAL AND OPERA HOUSE

The members of this Committee have visited these buildings on several occasions and on one occasion most of the Members of the 1965 Grand Jury toured and viewed the facilities of these buildings.

We have found that with the passage of years these buildings are still an asset to the City and County of San Francisco, structurally sound, and a beautifying addition to the Civic Center. But some features of these buildings have become obsolete and other have worn out thru the passage of years.

This Committee would especially recommend that funds be provided for an immediate reconditioning of the interior of these buildings and this itemization of needs could be produced by the Trustees and included in the next budget.

Also, this Committee feels that San Francisco as a cultural center should have additional facilities to attract other features besides the Symphony and the Opera. The Trustees should be given every encouragement to development toward other attractive cultural features suitable to the people of the metropolitan area of San Francisco.

* * * * *

ART COMMISSION

The Art Commission members serve the City and County of San Francisco without compensation. They give much of their time in an endeavor to keep and make San Francisco pleasing to look at and beautiful to remember.

The task of the Art Commission is difficult in that they must select works of art and place them in the proper settings to please a great cross-section of the people of this City and County.

This Commission may volunteer advice or suggestion to the owners of private property in relation to the beautification of the property. Again any person contemplating to erect any building or make any improvement may submit the plans and designs or sketches thereof to the Art Commission for advise and suggestions, for which no charge shall be made by the Art Commission. This is included in the Charter of San Francisco and is truly a public service.

* * * * *

LEGION OF HONOR.

There is a considerable need for additional storage space and additional exhibition space at the Lincoln Memorial of the Legion of Honor.

In the 1966-1967 budget, Captain David J. Walsh, (U.S. Navy Retired), Secretary should include a supplemental budget for an engineering survey. This amount is \$20,000 to be included in the budget and should be used to determine the future requirements for storage space and exhibition areas.

The present plan to provide additional space is to excavate the area under the present Museum Building without disturbing the original structure. This would cost about \$975,000 approximately and would provide 15,000 square feet of exhibition space and 5,000 square feet of storage space.

There is consideration to present a bond issue to accomplish this work and this Committee of the Grand Jury recommends that plans be finalized, the necessary monies requested, and if necessary a bond issued presented to the electorate.

Mrs. Delphine Cincotta

Carl T. Olson

Mrs. Irene Leutza, Chairman

CONTROLLER

The 1965 San Francisco County Grand Jury is exceedingly interested in Electronic Data Processing as it applies to the various departments of the City and County. At the present time E.D.P. is under the jurisdiction of the Controller's office, and for this reason this report has been prepared by this Committee.

In obtaining background information for this report, this Committee visited the E.D.P. installation at Southern Pacific Company and had several meetings with representatives of I.B.M. Throughout the year meetings were held with members of the Controller's office and other City and County departments to obtain information on the present status of E.D.P. installations. In addition, the entire Grand Jury visited the Bank of America E.D.P. center referred to as "E.R.M.A."

During the early part of 1965, the John F. Forbes Company was retained to audit City and County departments and at the same time to review the possibility of applying E.D.P. techniques to each individual department. This Committee had several meetings with representatives of John F. Forbes Company to review the present status of E.D.P. in the City and County departments.

Prior to the year 1961, the Controller's office had been working on a plan for establishing an E.D.P. unit in that office. This resulted in a budget request of \$45,000.00 for the fiscal year of 1961-1962. This amount was made available by the Board of Supervisors to the Controller for the inauguration of the program.

During the same period, the Blyth-Zellerbach Committee, with permission of the Mayor and the Board of Supervisors, was working with various City and County departments to evaluate San Francisco government and to make constructive proposals as to their findings. One of the major recommendations of this Committee was that an E.D.P. department be established as a distinct City and County unit and that this unit be placed under the jurisdiction of the Controller's office. This recommendation was implemented, and at the present time there is an E.D.P. unit operating in the basement of the City Hall. With the addition of the new area recently assigned, the E.D.P. center will occupy approximately one-third of the entire basement of City Hall. It is expected that in the near future the Fire Department will move to new headquarters and at

CONTROLLER (Continued)

that time they will have this additional space for expansion.

RECOMMENDATION:

That the concept of a central E.D.P. unit be continued and expanded to service all City and County departments. With the highly complex E.D.P. equipment of today, maximum use must be made of its capabilities to justify investment costs. Although this Committee believes that the expansion of this central facility is necessary, and that all City and County departments should make use of it, it recognizes the fact that for some time to come certain departments will of necessity require separate E.D.P. equipment of their own. With the development of satellite equipment techniques, however, those departments should be brought into the central E.D.P. unit at the earliest practical time.

Shortly after the establishment of the E.D.P. unit, a program of "in service" training was inaugurated with members of the Controller's office and representatives from various other City and County departments. This small group, consisting of about twenty people, was trained in the techniques of E.D.P. and an authority in this field was engaged in order that accurate information would be available to them. This initial group was gradually expanded and "in service" training, consisting of eight hour introductory classes, was extended to other City and County employees. Eventually classes of a more complex nature were established encompassing still more City and County employees. As sufficient employees were trained from many of the major departments, actual work programs were instituted on rented E.D.P. equipment.

During the past five years, more and more City and County employees have participated in "in service" training. There are now a considerable number of trained people, both machine operators and technicians, available for the future growth of the E.D.P. program.

RECOMMENDATION:

That "in service" training be continued, increased and made available to as many City and County employees as possible. That the Controller and the Civil Service Commission establish a complete system of "in service" training and establish a Civil Service program for E.D.P.

In order that the growth and development of the central E.D.P. facility be done with the greatest possible skill and efficiency, this Committee recommends that in addition to the existing positions of Controller and Assistant Controller, a new position of

CONTROLLER (Continued)

Director of Data Processing be established to direct the operation of the central E.D.P. complex. This person should be thoroughly knowledgeable on all phases of E.D.P. The position should be filled on a limited tenure basis selected by the Controller and the General Manager of Personnel. If this position can be filled by an existing City and County employee, this Committee recommends so.

After the E.D.P. unit had been established, a study was made of the various types and makes of E.D.P. equipment available. A careful study and analysis of the problems to be encountered was made and recommendations followed which established the equipment that is presently being used. It was also decided at this time that for the present all equipment would be rented and not purchased.

RECOMMENDATION:

This Committee feels that the present policy of the Controller's office with regard to the renting of equipment is a prudent one. E.D.P. is moving rapidly with constant changes and improvements in equipment. Until such time as there is a stabilization of equipment improvements, the purchase of equipment should not be considered.

This Committee uses the following 3 examples to illustrate how E.D.P. techniques can be used in different places, from the same central E.D.P. unit, to serve City and County government and the people of San Francisco. The first example is one that is being implemented and the others are ones that could be implemented.

EXAMPLE NO. 1:

The Presiding Judge of the Superior Court, the Honorable Raymond J. Arata, had directed the Jury Commisssiener to make a survey of the possible present and future applications of E.D.P. techniques to be applied to office procedures involving the courts.

In line with this directive, the Jury Commissioner conducted a systems and procedural analysis and survey of the various clerical and office procedures within the Superior Court that could be converted to data processing techniques. As the first step toward E.D.P., he has placed the Assistant Jury Commissioner in charge of

CONTROLLER (Continued)

the initial stages of this program and particularly in charge of the "in service" training of present court employees.

The program has progressed to the point where an actual plan has been worked out with the technicians at the central E.D.P. complex and at the present time the necessary final arrangements are being made.

This E.D.P. technique will be first applied to the selection, processing and control of trial jurors in the Superior Court. There is presently in the Code of Civil Procedure the necessary legal backing to use mechanical equipment in this phase of jury selection and processing. The program will be started on a pilot plant basis and should be in effect during the early part of 1966.

Further analysis and surveys will continue to be made in the Superior Court and as plans are developed, E.D.P. techniques will be applied.

The fact that this program was developed in the Superior Court in no way reflects on or detracts from the Municipal Court. All of the techniques that have been developed for use in the Superior Court can, with little or no change, be applied to processes in the Municipal Court. There was no sound reason for two departments to work on E.D.P. programs with the same end in mind. This Committee feels that sometime during the coming year, the Jury Commissioner of the Municipal Court will be able to use E.D.P. methods with a minimum of effort on the part of his office or staff from techniques developed for the Superior Court.

This Committee gives every encouragement to the Superior Court in the developing of the process of E.D.P. techniques and recommends that they continue to search for new applications inasmuch as the Municipal Court can use these very same techniques.

EXAMPLE NO. 2:

In the October 2, 1965 issue of Business Week magazine there appeared an article on the use of electronic computers in conjunction with the developing of electrocardiograms.

This article illustrated the speed with which electrocardiograms could be produced with this system and the reduced cost at which they could be prepared, thus saving lives and money at the same time. A test was made by the Control Data Processing Corporation of Minneapolis, the United States Department of Health, and the New York State Health Department.

It is the understanding of this Committee that the present computers in use in the basement of the City Hall could produce electrocardiograms in line with the test quoted above. The only equipment required, this Committee has been advised, would be a nominal installation at the San Francisco General Hospital

CONTROLLER (Continued)

EXAMPLE NO. 3:

The certified public accountant firm of Cecchi and Scheibner was engaged by the Controller to make a feasibility study of the Public Administrator's office with regard to the application of E.D.P. techniques. Their recent report, dated December 15, 1965, indicates that E.D.P. techniques are applicable to this office and should be implemented. The report indicates that with the application of E.D.P., the time necessary for the administration of estates by the Public Administrator's office will be shortened and will allow them to effectively and economically process the estate's assets. This E.D.P. technique applied to the entire office would allow for more effective control within the office of the Public Administrator.

These systems can be applied with equipment presently in use in the central E.D.P. unit and this Committee recommends that a program for implementing E.D.P. techniques in the Public Administrator's office be developed.

CONCLUSION:

The Grand Jury realizes that the effective development of E.D.P. in San Francisco City and County government will require the complete cooperation of the Mayor, the Board of Supervisors, the Chief Administrative Officer and all City and County departments. Toward this end, the Grand Jury furnished those persons with copies of a recent report on Governmental Data Processing prepared for the State of California by Lockheed Missiles and Space Company.

This Committee feels that the Board of Supervisors must actively support the growth of E.D.P. in the City and County of San Francisco. Under Section 933 of the Penal Code the Board of Supervisors has the power to communicate with the various departments of the City and County in reference to Grand Jury reports, and this is one instance in which this power could be put to effective use. The Board of Supervisors should review the recommendations made in this report in the light of the foregoing section.

Carl T. Olson

Selwyn G. Sachs

John L. Molinari, Chairman

ASSESSOR.

The Assessor of the City and County of San Francisco, Russell L. Wolden, is presently under indictment by this Grand Jury. Any report or recommendations regarding this Official or his office might be construed as prejudicial to the prosecution or defense in the forthcoming trial. In view of the above, this constitutes the report of this Committee.

Carl T. Olson

Selwyn G. Sachs

John L. Molinari, Chairman

LIBRARIES

A project that has been under way for four years which is now completed is the subject of departmentalization of the Main Library. This is a step toward providing modern library service. The book collection is now completing its fourth year of a ten-year program of enlarging and also enriching the book collection. We now hold 1,008,935 volumes. Volumes held as of June 30, 1965, 1,008,935; volumes added, 85,204; volumes withdrawn 43,774. We are making progress, although the book collection had suffered many years of neglect. The increased book budget for 1965-66 and the recent grant from the State of California will allow us to make important progress.

To provide patrons of the Library with the newest books, they are leased under the McNaughton plan, providing current literature without a great financial investment. During this year McNaughton service was extended to all branches, receiving 7,500 new books each month. There is now 12,250 leased books available for circulation.

CHILDRENS SERVICES

New program and techniques are constantly being developed which are found to be very effective. During the past year a year-round program has been established in all 16 branches.

CIRCULATION SYSTEM

A completely new circulation system has been adopted. Loan period has been extended to 3 weeks, a uniform return date was established and a self-charge check-out system was introduced. Throughout the year these new changes have been introduced branch by branch. The Main Library made the changeover very smoothly. This new system has aided professional staff members to give greater service to the library patrons. Use of the Library has greatly increased.

A system of telephone jacks has been installed to give more rapid and accurate reference services, and additional photocopy machines have been added within the past year.

BUSINESS LIBRARY

During the past year the average monthly circulation grew from 4,843 to 6,750 books per month, and is continuing to grow. To build a stronger business and research collection, fiction and general literature are being eliminated from this agency. The recent grant from the State of California will enable us to make additions in the Business Library.

LIBRARIES (Continued)

NEIGHBORHOOD BRANCHES

On May 19, Mayor Shelley officiated at the ground-breaking for the Western Addition Branch to be completed in 1966. This largest branch, which will hold 27,000 volumes, will play an important part in the life of this district. It will have a meeting room available to all civic and cultural groups.

The Bookmobile and its services now include adults as well as children. The book collection has been increased together with many new neighborhood stops.

PUBLIC RELATIONS

The position of Public Information Officer was filled on a permanent basis this year. Important projects during the year included a new guide to the Library and two weekly radio programs. The radio programs "Books and Authors" heard Sunday afternoons on KGO, and "Books in Review" broadcast on KKKX-FM Tuesday evenings, have been received well and we hope will encourage good reading.

Over 300 meetings of civic and cultural groups used the facilities of the Library, together with 23 major exhibits. The most successful public relations project of the year was the National Library Week celebration sponsored by the Friends of the San Francisco Library with the cooperation of the library staff. Wide publicity was given to library services and a successful book sale was organized.

NEW DIRECTION

As an institution, the Library is committed to education and culture. The Library has cooperated with the San Francisco Department of Social Services in a work-training program. Welfare recipients voluntarily undertook projects that could not be done by staff members. The purpose was to assist these people in marketable skills and good work habits. These people now have obtained full time employment.

STAFF

There is an awareness of the renaissance taking place at the Library by the staff. The staff members are a dedicated group. They are recruiting trained librarians from the very best library schools in the country. Five years ago only 19 members held library degrees; today we have 70 librarians with degrees in Library Science. Construction of two more branches has been authorized. The new Excelsior Branch will be constructed next year.

We, the members of the 1965 Grand Jury, commend the good work that has been accomplished by the Librarian, Mr. William R. Holman and the Staff of the San Francisco Public Library.

Mrs. Delphine Cincotta

Carl Olson

Mrs. Irene Leutza, Chairman

